

The NATIONAL UNDERWRITER

Life Insurance Edition



ROBERT J. MURPHY

Here is a record of Robert J. Murphy's cash earnings for the past four years:

1952	\$10,295.08
1953	9,506.60
1954	13,357.01
1955	14,407.49

GENERAL AGENCY
OPPORTUNITY IN
ANN ARBOR, MICHIGAN

I Had No Previous Sales Experience...

Chicago, Illinois
August 20, 1956

Mr. Francis J. O'Brien, Vice President
Franklin Life Insurance Company
Springfield, Illinois

Dear O'B:

I have many times thanked God for the eventful day that I purchased the President's Protective Investment Plan, and thereby became personally interested in joining the great Franklin organization. Lady Luck must have smiled on me that day.

When I purchased our President's Plan my good friend, Regional Sales Director F. J. Budinger, convinced me that if I liked it so much I could make it possible for others to purchase our wonderful plan. With no previous sales experience, and no knowledge of life insurance, I qualified for one of those wonderful Franklin conventions for myself and my wife during my first four months with the company.

With Franklin's wonderful plans plus the friendly help and cooperation I have received from the Franklin folks, it was no time before I was on my way to a successful career in the life insurance business. Last year I sold over \$650,000, and will do considerably better this year. Last month my personal production totaled \$110,000, although some of my time is now being diverted to the building of an agency, and this is a thrilling experience. Before long I expect to be producing a million a year personally.

I shall always be grateful to President Becker and his associates for providing me with such fine precision tools with which to work. These special Franklin plans, coupled with my efforts, are alone responsible for my present prosperity and good fortune.

Sincerely yours,

Robert J. Murphy

An agent cannot long travel at a faster gait than the company he represents!



The Friendly
FRANKLIN LIFE INSURANCE COMPANY

CHAS. E. BECKER, PRESIDENT

SPRINGFIELD, ILLINOIS

DISTINGUISHED SERVICE SINCE 1884

The largest legal reserve stock life insurance company in the U.S. devoted exclusively to the underwriting of Ordinary and Annuity plans

Over Two Billion Two Hundred Million Dollars of Insurance in Force

FRIDAY, NOVEMBER 2, 1956

we are honored...



by the election of
JACK NUSSBAUM *to*
the Presidency of the
National Association
of Life Underwriters.
He has served our
Company, the institution
of life insurance, and
his fellow underwriters
long and well, and will
give able leadership to
the national organization.

THE N. A. L. U. WORKS IN YOUR BEHALF.
 GIVE IT YOUR SUPPORT.

Massachusetts Mutual Life Insurance Company

SPRINGFIELD, MASSACHUSETTS

The Policyholder's Life Insurance Company

The NATIONAL UNDERWRITER

The National Weekly Newspaper of Life Insurance

60th Year, No. 44
November 2, 1956

Mid-West Parley Draws International Turnout of 350

Agency Building Ideas Are Ably Presented by 9 Top Notch Speakers

Over 350 persons from the geographical extremes of the east coast to Reno, and from Montreal to Caracas, Venezuela, attended the 2½-day business and social sessions of the 16th annual Mid-West Management Conference at the French Lick-Sheraton hotel, French Lick, Ind., Oct. 25-27.

Nine speakers and three major social functions made up the program, which opened with luncheon on Oct. 25 and closed with breakfast on Oct. 27. Several companies integrated company managers' meetings with the conference, holding their company sessions immediately before or immediately after the conference sessions. In addition, many from the conference attended the Indiana-Northwestern, Big-Ten football game in nearby Bloomington, Ind., on Saturday following the meeting. The conference had a special block of seats reserved.

Social events included a women's luncheon and card party; a reception for all registrants, with the General Agents & Managers Assn. of Indianapolis, sponsors of the conference, as hosts, and a dinner-dance.

Speakers on the business sessions were Leland F. Lyons, vice president, New York Life; E. R. Erickson, general agent, John Hancock, Buffalo; Dr. D. W. Gregg, president of American College; C. B. McCaffrey, director of advanced underwriting training, Northwestern Mutual; Charles Kingston, general agent, Union Mutual, Hartford; M. J. Beckers, manager, Equitable Society, Flint; F. A. Rosenfelt, general agent, Connecticut Mutual, Toledo; E. L. Nicholson, superintendent of agencies, Connecticut General, and G. C. Fraser, general agent, Aetna, Saginaw. R. W. Osler, Rough Notes Co. summarized the conference on Saturday morning.

Mr. Lyons, speaking on "What's Ahead—and What It Means in Training Managers and Assistant Managers," predicted that the future will be one of unparalleled opportunity in the business, but that in order to capitalize on this opportunity, companies will have to increase the number of branch offices and general agencies now in existence. The problem will be finding the men to head the agencies.

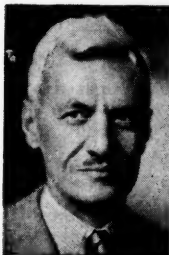
Management is a separate and distinct type of work that can be taught and can be learned, he declared; but unfortunately, the heavy concentration today is on agent training, and it does not follow necessarily that a well-trained agent will make a good manager. "Poor managers can come from the ranks of top-notch agents; and good managers can come from the ranks of mediocre agents," he stated.

"I by no means imply that we should

(CONTINUED ON PAGE 12)

Warters to Succeed McConney at Helm of Bankers of Iowa

At a meeting of the Bankers Life of Iowa board this week Dennis Warters



E. M. McConney



D. N. Warters

was elected president, effective Dec. 1, succeeding E. M. McConney, who will retire Nov. 30 under the company's pension plan. The board had previously announced at its meeting last April that this action would be taken. The board also approved a number of other changes and promotions among the company's officials.

Mr. Warters' former responsibilities as executive vice-president are being assigned to other officers since the board is not naming an executive vice-president at this time. In view of this, three men were named vice-presidents. They are J. C. Archibald, formerly underwriting vice-president; Earl F. Bucknell, formerly vice-president and actuary, and Robert B. Patrick, formerly financial vice-president. In the rearrangement of Mr. Warters' responsibilities as executive vice-president, Mr. Archibald has the added responsibility of being the senior officer in charge of all group operations. Mr. Bucknell will assume the added senior officer responsibilities for planning, accounting and advertising. He also will serve as chairman of a newly established coordinating committee.

Other changes also were authorized to take over the responsibilities which will be relinquished by John S. Corley, secretary and treasurer, who plans to retire under the company's pension plan before the next board meeting. To fill positions which Mr. Corley will vacate, Ray E. Cassell was promoted from assistant vice-president to secretary and Harvey E. Handford from manager of city loans to treasurer.

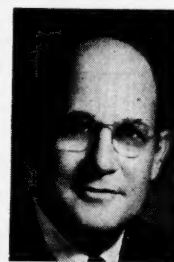
To meet needs of the growing company, four men were elected 2nd vice-

(CONTINUED ON PAGE 19)

MDRT Moves to Cope with Problems Due to Membership Rise

In his first communication to Million Dollar Round Table members as chairman of the 1957 Round Table, Howard D. Goldman disclosed that the executive committee has created the organization's first membership committee, to cope with the growing problems of passing on more than 2,000 membership applications a year.

Mr. Goldman, who is general agent for Northwestern Mutual at Richmond, succeeded Arthur F. Priebe, Penn Mutual Life, Rockford, Ill., as chairman Oct. 31. He was elected last May at the Round Table's first "cruise convention."



Howard D. Goldman

The new chairman said the membership committee will be headed by Adon N. Smith II, Northwestern Mutual Life, Charlotte, N.C., now serving his second year as a member of the executive committee. Serving with Mr. Smith will be two past chairmen of the MDRT: George B. Byrnes, New England Life, New York City, and Walter N. Hiller, Penn Mutual Life, Chicago. The post of membership secretary, held by Mr. Hiller for the past two years, was abolished following his resignation from that position because of business pressure.

Mr. Goldman pointed out in his letter to members and prospective members that membership in the 1956 Round Table reached 2,013, up 30% from the previous high, attained in 1955. The work of passing on applications has been correspondingly heavier with each yearly jump in number of qualifiers.

As an eventual answer to the additional work-load at MDRT headquarters in Chicago, the executive committee has started to explore the possibility of engaging a full-time managing director with executive responsibilities, "to supplement our splendid Chicago staff."

"It is felt that such a man would be

(CONTINUED ON PAGE 19)

IRS Regulations Allay Concern over Reversionary Snag

Proposed Wording Follows Recommendations of ALC, LIA; Aids Estate Planners

WASHINGTON — An important clarification of the term "reversionary interest" as used in the new federal estate tax provisions governing proceeds of life insurance has been included in newly proposed estate tax regulations, American Life Convention and Life Insurance Assn. of America have announced in a joint general bulletin to their memberships. The meaning of this term has been a subject of much controversy since the enactment of the internal revenue code in 1954.

The proposed regulations in principle carry out the recommendations made by the ALC and LIA to the commissioner of internal revenue. The recommendations of the two life company associations are of considerable importance to the public served by life insurance companies and to their agency forces in the development of estate planning for individuals whose ownership of life insurance comprises a portion of their estates.

The treatment of reversionary interest in life insurance policies, according to the bulletin, is one of a number of new items in the extensive proposed regulations which, when made final, will supplant existing estate tax regulations.

The internal revenue code of 1954 provides that life insurance proceeds will be included in the estate of the insured if at the time of his death he has retained any of the incidents of ownership of the policies of his life. It is expressly provided that a reversionary interest in a life policy is an incident of ownership which would require inclusion of the proceeds in the estate of the insured, although this interest will be ignored for tax purposes if its value does not exceed 5% of the total value of the policy.

The proposed regulations make clear that the Treasury does not regard the "possibility of inheritance" of a life insurance policy as a "reversionary interest" in the policy by the insured, according to the ALC-LIA bulletin. In addition, if anyone other than the insured has the power during the lifetime of the insured to obtain the cash value of the policy, there is no reversionary interest in excess of 5%.

A reversionary interest includes the possibility that a policy or its proceeds may return to the insured. Generally it is said that a reversionary interest exists in property which has been transferred if the transferor expressly reserves the right to have the policy returned to him upon the happening of an event or upon the passage of time.

Second, a reversionary interest may exist, even without such an express reservation by the policy's owner, if the insured makes the gift on such

(CONTINUED ON PAGE 19)

Late News Bulletins . . .

FEGLI Reduction Must Start at 65

WASHINGTON—The 2% a month reduction in the amount of coverage under the federal employees group life plan must be figured from the insured's age 65, even though the plan was not in existence when he became 65, municipal court Judge Munter has ruled. The estate of Clarence Hill, postal employee who died last April at 69, argued that depreciation should not be counted as of the decedent's age 65, because he was not covered at the time he reached 65. The estate contended that the reduction should start in 1954, when the coverage went into effect and Mr. Hill was 68.

N. Y. DEPARTMENT RULES:

Must State Limits on Terminal Dividend in Cost Illustrations

NEW YORK—The New York department, which has been studying the question of terminal dividend practices for about a year, has adopted an interim rule, effective Jan. 1, 1957, requiring companies using such dividends in their net cost illustrations or comparisons to set forth any restrictions on the payment of terminal dividends equally as prominently as the dividends or the fact that they are payable.

The department's letter to all authorized companies read as follows, except for the introductory paragraph:

"The department has been concerned with the equity and propriety of such dividends in some instances, more specifically as to the amount, year when first paid, conditions under which terminal dividends are either allowed or disallowed, advertising of such dividends in net cost illustrations and comparisons, etc. More recently the department announced its intention of fixing certain criteria for payment of terminal dividends to be applicable in 1958. A number of companies have submitted briefs as to the proposed criteria, which briefs are being studied and our conclusions will be announced later.

"In the meantime, the department

(CONTINUED ON PAGE 30)

FIDELITY

A WELL-BALANCED COMPANY



balance...

the basis of good government

In government, it is
a balance of the executive,
legislative and judicial branches.

In life insurance, it is a balance
of fundamentals, progress and
alertness to policyholders' needs.



The
**FIDELITY MUTUAL
LIFE INSURANCE COMPANY**

THE PARKWAY AT FAIRMOUNT AVENUE
PHILADELPHIA • PENNSYLVANIA

Outstanding Sickness & Accident INCOME PROTECTION

Non-cancellable, guaranteed renewable to Age 65 — at guaranteed premium rates, non-aggregate, no house confinement, optional hospital-surgical-medical benefits. Sickness benefits from one year to ten years—Accident from two years to lifetime. (Also participating life insurance and all types of group insurance!)



Expansion program provides openings for
qualified General Agents in selected areas.

LOYAL PROTECTIVE LIFE INSURANCE COMPANY
BOSTON 15, MASSACHUSETTS

Actuaries Schedule Busy, Varied Program for Annual Meeting

Society of Actuaries annual meeting will get under way Monday, Nov. 12, at The Greenbrier, White Sulphur Springs, W. Va., and continue through Tuesday and Wednesday, Nov. 13-14. The program, as usual, is wide and searching, assuring plenty of activity and a variety of topics for all who attend.

Monday's events will include a business meeting, discussion of both old and new papers, a luncheon for the ladies, and the introduction of new members.

William M. Anderson, North American Life of Toronto, president of the society, will make his presidential remarks also on the opening day of the meeting.

Tuesday's program will lead off with a report on the need for a new mortality table, followed by a discussion of Topic I, which is the pre-authorized check plan. Tuesday afternoon will be devoted to discussion of subjects of special interest.

Topics II, III and IV will be discussed Wednesday. They are divided as general, expenses, and social security.

Discussion of new papers and those who present them are:

"Mortality Experience of the New England Life on Policies Issued in Pension Trusts for Individuals Normally Uninsurable," John L. Stearns; "A New Look at the New York Expense Limitation Law," Allen L. Mayerson of the New York insurance department; "Premiums and Reserves in Multiple Decrement Theory," William S. Bicknell and Cecil J. Nesbitt, professor of mathematics, University of Michigan; "Inflation and Life Insurance," Melvin L. Gold, Migdal Ins. Co. of Israel; "Premium Rates Varying by Policy Size," Elgin G. Fassel, and "1956 Amendments to the Social Security Act," Robert J. Myers, Social Security Administration actuary.

Discussion of papers presented at previous meetings will include:

"Frequency Distribution of Mortality Costs," John M. Boormeester, John Hancock; "Payment of Reserve in Addition to Face Amount," Paul W. Nowlin and T. N. E. Greville, both Social Security Administration actuaries; "Life Agents' Retirement Plans Under New York State Expense Limitations," Peter M. Tompa, Guardian Life; "Mortality Differences Between Payee and Nonpayee Elections Arising from Insurance Death Claims," Harvey J. Saffair, Travelers; "Effect of Family History on Longevity After Age 45," Harry L. Sutton Jr., Prudential; "Group Conversion Charges—Accounting for Annual Statement," Dickinson C. Duffield, Travelers, and "A New Annuity Mortality Table and a Graded Rate System for the Life Income Settlement Options," William C. McCarter, Northwestern Mutual Life.

The pre-authorized check plan discussion will treat:

- What success have companies had with the pre-authorized check plan?
- What methods have been most successful in securing bank cooperation?
- Have there been any serious problems because of checks returned on account of insufficient funds?
- Have the savings in collection costs justified monthly premiums as low as one twelfth the annual or one sixth the semi-annual rate?
- What legal problems are involved in indemnifying banks against loss or amending policies to provide for the plan?
- Has it been used for premiums other than monthly or in connection with other collections such as monthly mortgage loan payments?
- How does the persistency of this type of business compare with the persistency on policies of the same size paid for by other modes?
- Has there been a shift in the distribution of business from semi-annual and quarterly mode of premium payments as a result of the introduction of this plan? To what extent have sales increased?

Topic II, the general discussion, will treat:

- Have "family group" policies been successful? What can be done to reduce the administrative costs of handling such policies?
- What has been the experience of companies which have graded either premiums or dividends by size of policy? Is it appropriate and practical to recognize differences in lapse

rates, not taken rates, costs of underwriting and settlement options in the computation of premium rates by size of policy?

C. Under what conditions is it appropriate to issue policies to women on a rated down age basis—i.e. at premiums and non-forfeiture values 3 or 4 years lower than for males?

D. What changes have companies made in connection with small policies to counteract the increase in administrative costs?

E. What has been the experience under juvenile policies that provide full coverage from date of issue?

F. Have recent reductions in ordinary life non-participating rates made it impractical to issue supplementary term insurance because of the low rates which would be required if special non-forfeiture values are to be avoided? Is the problem serious enough to warrant a change in the standard non-forfeiture law?

The topic on expenses will investigate:

A. What have companies done to control office expenses? What forms of budgets are used and how do they operate? How effective have such controls been?

B. What steps have been taken to reduce the expenses of

- (1) Special settlement options?
- (2) Policy changes and conversions?
- (3) Not taken policies?
- (4) Attendance at meetings of various kinds?

The discussion of social security will include:

A. What is the probable effect on the life insurance business of the recent changes in the social security law:

- (1) Lowering of retirement age for women to 62?
- (2) Provision for disability benefits?
- (3) Inclusion of other groups under the plan?

B. Have any companies made any changes in their home office retirement plans or disability benefit plans because of these amendments?

C. Have any changes been made in group or self-administered retirement plans as a result of these amendments?

D. Will the requirement that disabled persons attempt rehabilitation effectively control malingering and questionable claims?

Discussion of subjects of special interest will be divided into four classes. They are topics of interest to consulting actuaries, to younger members of the society, government actuaries, and A&S actuaries, each under the respective chairmanships of John K. Dyer Jr. of Towers, Perrin, Forster & Crosby, Inc., Philadelphia; Walter L. Grace, Massachusetts Mutual; Robert J. Myers of Social Security Administration, and Thomas H. Kirkpatrick, Paul Revere Life.

Cleveland Leads Cities in Ordinary Sales Gain in September, 9 Months

Cleveland led large cities in percentage increase in ordinary life sales in September with 19% and in the first nine months with 22%, according to LIAMA.

Other large cities and their percentage increases in September and the first nine months, respectively, are: Boston, 3 and 6; Chicago, 15 and 10; Detroit, 12 and 6; Los Angeles, 8 and 12; New York, 14 and 10; Philadelphia 17 and 10, and St. Louis, 17 and 11.

To Urge Jenkins-Keogh Bill in Next Congress

There are indications that the Jenkins-Keogh legislation, providing tax advantages for pension plans set up by self-employed persons, will be pushed in the next Congress.

Rep. Keogh of New York is asking house members to support his bill. He has suggested an amendment to permit a person to withdraw money from a pension fund prior to age 65, subject to a penalty equal to taxes previously deferred on the money withdrawn.

American Medical and American Bar Assns., American Farm Bureau Federation and more than 30 other professional groups have endorsed the legislation.

LIAMA Schools' Atlantic Alumni Absorb Many Usable Ideas at 2-Day Conference

More than 100 eastern alumni of LIAMA management schools, attending a two-day meeting in Asbury Park, N. J., got a wealth of usable information on public relations, recruiting, brokerage, and getting results through delegation of responsibility and authority.

In addition to addresses, there were panels on recruiting and on "managing by team".

In the recruiting panel, the moderator, Charles K. Reid II, senior consultant of LIAMA mentioned the fact that recruiting activity for the second quarter of 1956 had gone ahead of the first quarter, instead of following the

starting salaries than any time in the past, but he cautioned that the answer is not to pay \$500 a month to a \$300 man, which is all too easy to do. Mr. Holleman is always careful to tell the prospective agent about the seamy side as well as the good side of selling life insurance. In fact, he has a detailed description of the entire job written out and before he takes on a new man both the recruit and his wife must read it. By being entirely frank about

the tough side of selling, Mr. Holleman fortifies the agent so that when such disappointments as broken appointments come along the agent knows it is part of the game and doesn't get all broken up about it.

Mr. Holleman gets from each prospective agent a list of men who are interested in him and who might become centers of influence. Mr. Holleman then talks frankly with these references. This not only elicits valuable information and sidelights on the potential recruit's suitability for the business but also makes a big impression on the reference and the prospective

agent, who are surprised that any prospective boss would take all this trouble.

Harry S. Hull Jr., Mutual of New York, Pittsburgh, said the key to recruiting is a schedule of weekly activity to be followed by the manager and assistant managers. It is like an agent sending out direct mail material in that it must be consistently done to be effective. He said that in today's labor market there are quite a few fellows who are not earning as much as their friends and they are good prospects for recruiting. He emphasized that it isn't

(CONTINUED ON PAGE 15)

OFFICERS ELECTED

President: Thayer Quinby, Columbian National, Boston.

Vice-president: Paul L. Guibord, Mutual Benefit Life, Newark.

Secretary-treasurer: Arthur W. Schmidt, New England Life, New York City.

Immediate past president: Edwin H. May, Phoenix Mutual, Hartford.

New members of executive committee: David G. Hunting, New England Life, Philadelphia; Edward B. Ames, Phoenix Mutual, Newark; Charles N. Barton, Union Central, New York City; Richard D. Cox, Aetna Life, Boston; Harry E. Duffy, Connecticut Mutual, Bridgeport, Conn.; Robert L. Snowden, Metropolitan Life, Red Bank, N. J.

usual pattern of a fall-back after a busy first quarter. Production for first year men is going up, even after adjustment for changes in the value of the dollar.

Volume figures show an increase but earnings are not increasing enough to support the higher living costs, he pointed out. He said this may be due to "special" policies being sold more heavily and to the greater sales of term insurance. He suggested that perhaps there is a need to pay more attention to commissions rather than volume as a yardstick of performance.

H. Leroy Gundersdorff, Equitable of Iowa, Newark, said that when he was appointed general agent he asked several of his general agent friends to give the selling talk that they give to prospective agents. He said most of them talked too long and let the agent do little or no talking. One man talked for more than an hour.

Mr. Gundersdorff praised the aptitude index and emphasized that it is not a hiring tool but a failure predictor. He said he looks for "drive" in agent candidates. He distinguished this from mere eagerness to get into the business.

Vernon W. Holleman, Home Life of New York, Washington, D. C., mentioned the difficulty of getting good men and the need for paying higher

BRANCH MANAGER

Openings At
Abilene
San Angelo
Waco
Austin
Longview

EMPLOYEES SECURITY LIFE INSURANCE COMPANY

Grand Prairie, Texas
G. H. Turner, Pres.
A Legal Reserve Life Ins. Co.

FACTS about John Hancock

Promotions in the sales organizations of John Hancock provide a continuing opportunity for John Hancock field men. The transfer of capable field men into important jobs in the field and the home office is a traditional policy of John Hancock.

John Hancock
MUTUAL LIFE INSURANCE COMPANY
BOSTON, MASSACHUSETTS

Sales Ideas That Work

CHEEK TELLS BROKERS TO SELL PENSIONS NOW

End-of-the-Year Tax Advantages, Yule Gift for Employees Are Selling Points

Edward N. Cheek Jr., manager of the Chicago brokerage agency of Connecticut General Life, presented pension and employee benefit plans as holiday moneymakers in a talk before an October luncheon meeting at Chicago of Insurance Brokers Assn. of Illinois, explaining that the pre-Christmas season is an ideal time to sell pension plans.

"Now is the time," Mr. Cheek told the brokers, "that your commercial accounts should be approached and the stage set for provision of needed employee benefits—appropriately so at the Christmas season and also for end-of-the-year tax advantages."

Mr. Cheek told the brokers they need not be afraid of the complexities of the pension plans which, he said, can be merchandised effectively

with the help of specialists and can establish for the broker greater commissions and more prestige among his commercial clients. He said brokers can achieve greater prestige among their clients by offering a varied portfolio to serve all the clients' insurance needs, including such involved areas as the pensions and employee benefit planning.

"If your clients buy an employee benefit plan from anyone but you the account can be in danger," Mr. Cheek warned. "Also, commission dollars as a result of any purchase your client makes in insurance areas should be yours. It is you who serviced the account and you should reap the rewards. Further, the most enviable situation that can occur in your client relationship is that he thinks of you

for all types of insurance."

Mr. Cheek also assured brokers that they do not need to wade through hours of self-education or take time consuming courses in order to do a good job for their clients in servicing their needs for pension, A&S, and group plans. He said top flight consulting talent equal to any of the industry is available without fee to help brokers market these plans. "Therefore," he said, "why pay, or have your client pay, an unnecessary charge? We don't think that is good business sense."

"Some consultants work on a split commission basis," Mr. Cheek said. "This question must then follow: Must I split my commissions to obtain top talent to do the best job? Again, we know that maximum efficiency and top professional talent are available to you without split commissions, and to pay part of the money that is rightfully yours for this, is, we feel, not good business sense either."

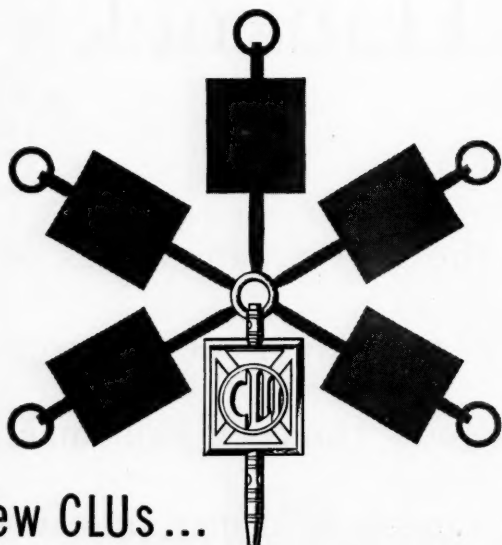
However, Mr. Cheek advised the brokers that it is not wise to lead a specialist or consultant to his prospect and let him take over from there. "This," he said, "can be carried to extremes with potential loss of control on your part. When you bring a specialist in other lines in, you retain supervisory control and in the client's eyes, he is your specialist. The same should be true in pension and employee benefit areas. Specialists should be used to lay down the entire track, consulting with you but working in your name under your supervision. The specialist should do all the technical work, at both installation and future anniversary dates, when revision or amendment may be necessary. The client is yours and, knowing the client, your ideas as to approach and public relations will be the best."

In illustrating the need and employer demand for pension plans, Mr. Cheek pointed out that in 1939 there were only 650 pension plans outstanding in the United States and by 1956 this number had grown to 32,300. He said that despite this remarkable growth the surface has only been scratched and that pension plans are growing at the rate of 350 a month. Mr. Cheek asserted that any employer with one or more permanent employees has a pension need.

"If pensions only help the employee they would still be essential to the public welfare," he said, "but pension plans help a business, too. In a country of growing social consciousness no business could hope to continue if it avoided its clear moral obligations for the future of the people who do its work. A business concern increasingly needs a sound pension plan if it is to sell employees, employee's families and a community a feeling that it is a good concern with which to be associated. Very importantly a pension plan makes possible the clearing out of personnel which has passed productive capacity and which is stifling opportunities for promotions. This is a factor in the front office as well as in the plant. Putting off the establishment of a pension plan in almost all organizations increases the outlay required during the initial years of the plan. Pension plans from the employer's viewpoint is of an essential and integral value."

"The federal government realizes this and approves private employer's steps in the direction of provision for continuation of income for those employees whose productivity, because of age, has ceased to be a constructive factor in their organizations. So our government has instituted a double tax benefit. The employer has his pension plan cost deductible taxwise and employees get the value free of current income taxes. The cost of a qualified pension plan is deductible as a business expense for income tax purposes. So, the operation of the income tax law provides tax avoidance and the government sanctions it: It is a distinct bargain for the employer. It costs him much less than a \$1 to buy a full dollar's worth of pension."

Mr. Cheek said the same reasoning and philosophy behind pensions is operative in the areas of other insured employee benefits. "By providing income continuance and hospitalization to the employee as a result of disability," he said, "the employer brings security to his employees against the possibility of 'living death' occasioned by the hazard of work and daily living. Workman's compensation does part of the job to some of your clients, but additional provision can result in retention of key contributory personnel and across the board better employee feeling and morale."



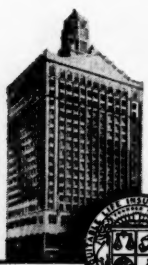
To new CLUs...

OUR CONGRATULATIONS!

Special recognition is due every man upon whom the American College of Life Underwriters conferred the CLU designation at the 67th annual NALU convention. The five new CLUs of whom we are particularly proud are:

J. M. BEERS.....Home Office
R. E. DAVIS, GA.....St. Louis
E. W. LEON.....San Francisco
C. P. SPAHN.....Chicago
R. A. SPEAS.....Home Office

This brings to a total of 59 the number of Chartered Life Underwriters among our field and Home Office associates.



Equitable
LIFE INSURANCE COMPANY OF IOWA

FOUNDED IN 1867 IN DES MOINES

the
company
you keep
counts

WHEN you "keep company" with The State Life you enjoy association with a co-operative home office that continually gives a helping hand to all its agents. Thorough training courses, liberal compensation, modern-day salable policies. Enjoy prestige and profit by building your own agency. Excellent opportunities exist in different states.

DIHL H. LUCAS—Director of Agencies

The
STATE LIFE
Insurance Company
Indianapolis

A MUTUAL COMPANY FOUNDED 1894

W.
Str
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The
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W. Va. Imposes New Stricter Rules on Credit Life and A&S

The West Virginia department has issued a new and stronger regulation governing the sale of credit life and credit A&S. It amends and supersedes a regulation drawn up two months earlier.

Commissioner Miller said the new rule will affect companies and agents selling credit insurance, as well as small loan companies, banks, automobile dealers and other firms which require customers to obtain credit insurance as a condition precedent to the consummation of the credit transaction.

The commissioner must approve all policy forms and certificates of credit life and credit A&S to be issued in the state, under the new regulation. Premium rates must be filed with the commissioner. These coverages may be sold only by licensed agents of companies authorized to operate in the state. No commission or other remuneration for the sale of credit life or credit A&S may be paid legally to anyone but the licensed agent negotiating the sale.

Commissioner Miller said the effect of the regulation will be to prevent anyone from imposing excessive and unreasonable charges on debtors as insurance premiums. It will curb any coercion or intimidation of debtors to procure undesired and unnecessary insurance. It will preclude any requirement that the amount or extent of the coverage exceed the amount or extent of the indebtedness. It will discourage debtors from terminating adequate and valid insurance coverage. It will accelerate the return of dividends and premium refunds on credit insurance to the insured debtors where required.

The commissioner said the entire amount of policy dividends or return premiums arising out of retroactive reduction in premium rates based upon group loss experience can be retained by a creditor as group policyholder where he has paid the total premium for such insurance. But, in cases where debtors are charged for the insurance, the dividends or return premiums, less the creditor's necessary expenditures for administering the insurance, must be applied by the creditor to reduce future charges which otherwise might be made against insured debtors.

400 to Attend Committee Sessions At LIAMA Annual Meet Nov. 11-15

More than 400 agency officers will attend committee meetings at the annual meeting of LIAMA Nov. 11-15 in Chicago. The committees, composed of home office representatives of member companies, are working groups in specific areas of agency management.

Fifteen committees will meet Nov. 11 and 12, followed by the general sessions, which will begin with a luncheon Nov. 13. After the close of the general sessions, there will be a conference on management development and a forum on compensation on Nov. 15.

Hancock Fetes Veteran Employees

John Hancock held its annual Quarter Century Club dinner for home office employees with 25 or more years of service.

President Paul F. Clark presented silver Paul Revere bowls to the 46 employees who qualified this year. Special

guests were 13 club members with more than 45 years' service, officers and directors with at least 25 years' service and the current, past and newly elected presidents of the club.

Mangini Retires from Hancock

Roland A. Mangini, director of planning, has retired after 36 years' service with John Hancock. He will continue his association with the business as a consultant on methods and procedures.

Municipal Ins. Co. of America, life and A&S insurer at Chicago, has entered Indiana.

Southland Publication Wins Two Awards

The Southlander, monthly magazine published by Southland Life for its agents and employees, has received two national award citations. The Score award was presented for interpretation of the company's annual report to employees, and an award of excellence was conferred for editorial achievement and general appearance. Mrs. Mary Callaway is the editor.

The Score award, won by Southlander, last year, is presented by Score, a publication for management

on employer-employee communication, and the award of excellence is given by Society of Associated Industrial Editors.

Southern Republic Life and Commerce Life, both of Houston, have merged under the name Commerce Life. The combined companies have insurance in force of more than \$16 million.

Foster L. O'Neill, manager at Youngstown, O., for Mutual Life of New York, will address the Nov. 5 dinner meeting of Toledo Life Managers Assn. His topic is "Do Nothing—Be Nothing."

ATTENTION!

GENERAL AGENTS and BROKERS

WE'RE BUILDING IN THESE STATES . . .

IT WILL PAY YOU TO INVESTIGATE OUR UNUSUAL MONEY-MAKING PROPOSAL

More Competitive

L.I.C.A. Policies are replete with unusual selling features. For instance—the L.I.C.A. DIAMOND — an endowment that has a \$1,200 cash value per \$1,000 face amount guaranteed at 65 . . . returns all premiums paid in addition to face amount death benefit during period (20 years) in which premiums are paid.

More Merchandising

A hard-hitting, sales producing program from "mail to sale". The modern, up-to-the-minute aids we furnish are tested and proved for powerful selling force. Everything furnished to you without charge.

More Advertising

We help you develop sales potential through local advertising, direct mail, quality-lead programs. This is not a sporadic, hit or miss effort but a consistent, result-getting plan paid for by L.I.C.A.

More Contracts

10 pay Life • 20 pay Life • 30 pay Life • Life paid at 65 • modified Life • whole Life • preferred Life • double protection • 5 types of endowment • 2 types of retirement • 9 juvenile plans • mortgage policy • convertible term • accident and health • Hospitalization.

More Assistance

We have an outstanding Assistance plan — affords you unlimited earning possibilities. We give you the backing and whole-hearted support for positive success.

More Money For You

This is truly a "ground floor" opportunity. L.I.C.A.'s vigorous program of agency building offers outstanding opportunities for both types of general agents — producing and organizing. Wonderful brokerage and surplus agreements! You can make money with L.I.C.A.

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Life Insurance Company of America

Wilmington 99, Delaware

ÆTNA LIFE'S 5 FORWARD STEPS



Ætina Trains for Success!

The certificates on this wall represent the important steps in Ætina Life's Training Program. But to the Ætina Life representative, training never really stops. He keeps continually up to date with all new developments in his fast-moving, exciting business. He deals daily with new problems, new situations. His training helps him meet and solve them.

In addition he has a broad policy line—one which allows him to operate in Ætina Life's four major areas of life insurance selling: Family Programming, Business Insurance, Estate Analysis, Employee Benefit Plans.

And behind him *all the way* stands Ætina Life's prestige, resources and years of experience.

Final
piece
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TO SALES LEADERSHIP

- 1. Basic Estate Control
Plan School**
- 2. Career Course**
- 3. Advanced Training**
Advanced Business Insurance and Tax Course.
Home Office School and Field Clinics
- 4. C.L.U. Participation**
- 5. Leaders Seminars and
Regional Meetings**

Final in a series of six mailing
pieces demonstrating the effective-
ness of Aetna Life's Training Methods.

ÆTNA LIFE



INSURANCE COMPANY Hartford, Connecticut

Guardian Offers New Commercial A&S Policy

Guardian Life has introduced a commercial A&S policy which replaces two previously issued policies.

The new preferred health policy is available for issue to employed men and women from ages 18 to 55, and renewable with company consent to age 65. The recently introduced flexible program of substandard ratings will be applied where standard issue is not available. The basic benefit is monthly income in event of total dis-

ability due to sickness, with choice of a 1 or 2-year benefit period. House confinement is not required. Hospital stay, miscellaneous hospital expenses, and surgical fees are optional benefits.

New and improved features include waiver of premium a 6-month recurrence of disability provision for third party ownership. The policy is issued on an annual, semiannual and quarterly basis, with a 10% increase in benefits if premiums are paid annually and a 5% increase for semiannual payment. It is issued only in conjunction with or to an individual who already

owns a Guardian accident policy. The policy is participating, and dividends will be declared annually, depending upon experience.

Occidental Continues Group Sales Office in Detroit

In the Oct. 19 issue of THE NATIONAL UNDERWRITER it was reported that Occidental life of California closed its group office at Detroit and moved it to Cleveland. This is not right. Occidental closed its group service office in Detroit but continues to maintain a large group sales office there.

Shenandoah Changes

Buford Advances to Chairman; AT&T V-P Becomes President

Paul C. Buford has resigned as president of Shenandoah Life, effective



P. C. Buford



B. T. Newton

Dec. 31, due to ill health. Blake T. Newton Jr., assistant vice-president of American Telephone & Telegraph Co. in charge of its Washington office, on Jan. 1 will succeed Mr. Buford, who will become chairman.

Mr. Buford, 63, president since 1939, will continue on the finance committee and on the board of Shenandoah Life Stations, Inc.

Mr. Newton, 41, received his bachelor of arts and bachelor of civil law degrees from the College of William and Mary. He practiced law at Warsaw, Va., and served as assistant professor of law at William and Mary before becoming director of the securities division of the state corporation commission in 1939. He served in the navy from 1942 to 1946 and was general counsel of the corporation commission when he resigned in 1948 to become an attorney in the legal department of Chesapeake & Potomac Telephone Cos. at Washington. He had advanced to general attorney when he resigned 18 months ago to take the American Telephone & Telegraph Co. post.

Married and father of three children, Mr. Newton is active in church, college and professional organizations.

LUTC Slates Panels to Promote New A&S Course

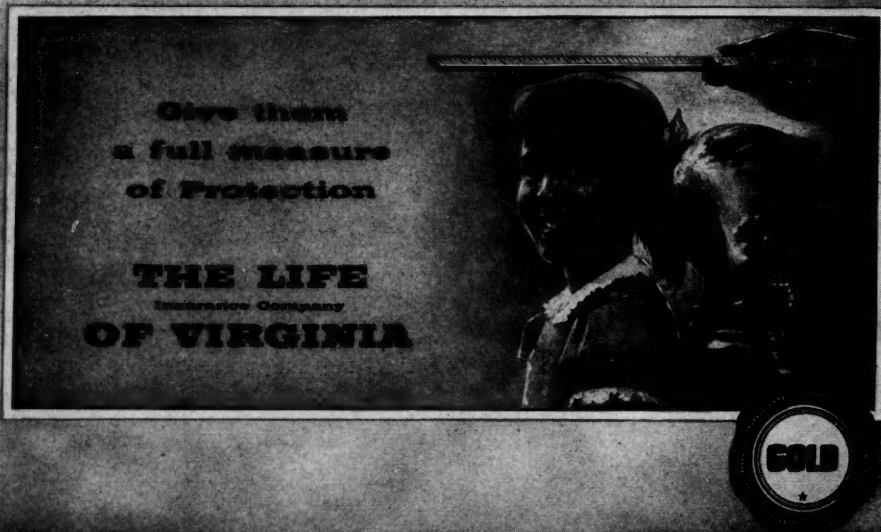
Life Underwriters Training Council will hold regional planning panels in November to tell A&S chairmen of 126 local agents' associations how to organize the A&S classes which LUTC will sponsor, beginning in February.

Regional meetings will be held at Bronxville, N. Y., Atlanta, Columbus, O., Des Moines, Dallas and San Francisco. The chairmen will receive a sales promotion kit of A&S material as a guide in preparing for the classes and a briefing on the content and techniques of the new A&S course. Afterward, the chairmen will meet with their local associations to plan enrollment campaigns. The instructors selected will attend regional conferences conducted by LUTC staff members in January.

The classes will be held 2½ hours a week for 12 weeks. The tuition fee covers all costs. The case and project method of classroom participation will be used.

Ind. Home Office Underwriters to Meet in Indianapolis, Nov. 7

Indiana Home Office Underwriters Assn. will meet at Indianapolis, Nov. 7, in the Athenaeum Club. John R. Emison, general counsel and a board member of College Life, will be the speaker.



This Prize Winning Outdoor Poster

tells more than one story . . .

In the annual competition of the Affiliated Advertising Agencies Network this Life of Virginia poster won the gold award as the most outstanding outdoor advertisement.

Not only does this poster tell the story of a vital need for life insurance protection, but also it reveals the interest and support Life of Virginia extends to its agency representatives.

In the past 12 months, four such posters were shown. During March, the 85th anniversary of the Company, nearly 1,000 outdoor advertisements appeared in 110 cities and towns where the Company's branch offices are located.

Life of Virginia is glad to have prizewinning advertising to aid its representatives—and to advance the message of our industry.



THE LIFE
INSURANCE COMPANY
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Public's-Eye View of Life Insurance Selling Shows Where It Could Improve

What do policyholders want most in their life insurance agents? Most of them want "good knowledge of life insurance" plus the "ability to apply that knowledge to individual needs."



J. L. Lobingier Jr.

This was the conclusion of John L. Lobingier Jr., LIAMA director of public relations, who discussed "As Others See Us" at the annual conference of the LIAMA Atlantic Alumni Assn. in Asbury Park, New Jersey.

Mr. Lobingier cited research by LIAMA and others to substantiate his feeling that people today want more than a salesman.

"People want a counselor," he said. "They want the conscientious, continuing service of a competent life insurance agent backed by a strong agency and company with a real public service concept."

He asked whether the public is getting what it wants and suggested that in too many instances the answer is no.

Mr. Lobingier described one study where people who had bought from more than one agent were asked why they changed agents. Very few said it was because they liked one agent better. The big reason, they said, was that "the agent just seemed to disappear after the sale."

After discussing what is meant by good life insurance service, he said that if service is something the policyholder finds he can do without, he may eventually refuse to pay for it.

On the question of what people think of the protection the agent sells, the speaker made a plea for agents to present to their clients a picture of "total income needs . . . including protection against disability."

He said it appears that "not enough people are insured with enough protection as the result of our sales efforts, and many of these people know they don't have enough insurance."

Pointing to the huge untapped market for life insurance, Mr. Lobingier said that if everybody below the average for life insurance spending in his own income group could just be brought up to the average of that income group, "we could increase the total amount of life insurance in force today by one-third!"

He discussed public reaction toward the career of life insurance selling.

and noted that "the big bugaboo we have to overcome is turnover." He urged a frank, realistic approach in presenting the career to a new recruit, "an approach in which the manager does not try to minimize the risk or overplay the efficacy of the selection system."

There is room for improvement, Mr. Lobingier suggested, in relations between the life insurance business and the colleges. He gave an example of a

recruiting practice that placement officers object to—when several different representatives of one company come to a campus at different times.

"The effectiveness and eagerness with which other businesses are securing and using new college graduates," he said, "is in sharp contrast to our own."

Tying his points together with a 3-point program for improved public relations, Mr. Lobingier said that as field men move in this direction, they will "help remove the threat that government will encroach further upon pri-

vate life insurance and the agency system . . . and they will demonstrate conclusively that the voice of the policyowner and the public does have our attention and respect."

His program: Have the courage and insight to see ourselves as others see us—others who are important to our business success; work to build good will and earned recognition with these groups; test every policy and practice—not just in terms of whether it is in the best interests of agency and agents, but also in terms of whether it is in the best interests of the public.

The Manhattan Life Does It AGAIN!



*That Can Be Added to Most
Manhattan Life Policies, Current
or Past Issue, and Provide
Life Insurance Protection for the
Wife and the Children*

including step children and legally adopted children.



"NEW ARRIVALS"

are automatically insured (15 days after date of birth) with no increase in the premium.

For full details of The Family Term Rider, Manhattan Life's latest "First," Phone the Man from Manhattan.

Our 2nd Century



THE MANHATTAN LIFE INSURANCE COMPANY
of NEW YORK

Home Office: 120 West 57th Street, New York 19, N. Y.

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HERE ARE

highspots

of this brand new and revolutionary development in life insurance pioneered by The Manhattan Life

1. Fully Paid-Up Provision: If the Insured dies while the basic policy and the insurance on either the wife or children, or both, is in full force, and before all premiums required for the Family Term Rider have been paid, no further premiums will be required therefor.

2. Waiver of Premium: If The Manhattan Life Policy contains the Waiver of Premium Provision (total and permanent disability prior to age 60) and premiums on basic policy are waived, all premiums on the Family Term Rider will also be waived, during continuance of the defined disability.

3. Dividends: The Family Term Rider is participating.

4. Conversion Privilege is included in the Family Term Rider. Ask your Manhattan Life Field Representative for details.

5. Choice of 2 Plans:

1.) Wife's insurance may be either 20 Year Term Insurance (at any age 18 to 60) or

2.) Term Insurance until Age 60 (at any age 18 to 39)

6. Children's insurance continues until child's age 20, nearest anniversary, or until expiration of wife's insurance, whichever is earlier.

Presently approved in most of the States in which we operate.

LIFE AGENCY SUPERVISOR

A Midwestern Company with a top reputation has openings for two agency supervisors for midwestern states. These men should be 35 to 45 with a proven record of performance that will bear close scrutiny. For men who can recruit good general agents and keep them producing will be on a substantial salary and incentive where they make \$15,000 and better.

Any replies will be confidential.

FERGASON PERSONNEL

330 S. Wells Street, Chicago 6, Ill.
HARRISON 7-9040

EDITORIAL COMMENT

Rub the Public's Nose in SS Costs

There is just no substitute for high cost when it comes to waking up the public to the realities of further social security liberalizations. Warnings about destruction of moral fibre through excessive dependence on government are somewhat effective, no doubt. But to a lot of people the chance to do a little more feeding at the public trough seems to have more in favor of it than against it. These are the folks who figure that regardless of the general welfare they are going to get more out of social security than they put in.

Insurance people are the best fitted to carry the high-cost warning to the American people. Insurance men are familiar with sound insurance rate structures and are correspondingly horrified when they observe an unsound system in action or as a future threat. Moreover, there are sufficiently great numbers of insurance men, in all branches of the business, to constitute an extremely effective missionary force, once a sizeable percentage of them understand the problem fully and go to work on it. Finally, they have a relationship with their clients which makes their warnings likely to be taken seriously.

In this connection, incidentally, we disagree with those who would soft-pedal the fact that social security competes with regular insurance at many points. If the argument that an insurance man is making against unsound liberalizations of social security is firmly based and logical, it is not weakened in the slightest by the fact that he is arguing against something that is making an unwarranted encroachment on his field of operations. To pretend to a high-minded disdain of the competitive aspect of social security is to invite accusations of hypocrisy. At the same time, of course, the insurance man can't base his entire argument against social security expansion on the damage it would do him.

Nevertheless, we believe that the insurance man, like any other legitimate business man, has a right to fight back against socialistic invasion of his business. If he believes that private enterprise is the right way of serving the public in this field, then he not only has a right but a duty to fight off the would-be despoilers. Failure to do so could well be regarded as lack of faith in the appropriateness of private enterprise as a way of operating in this area. It could be taken as a tacit admission that what the social planners

are proposing is really better.

We believe that every insurance man should equip himself with reliable estimates of what the various probable liberalizations of social security can be expected to cost the taxpayers. Even on a conservative basis, these are enough to jolt anybody who looks at them. The payroll taxes that would be needed are bad enough, but they would, in all probability, have to be openly or covertly subsidized by boosts in the income tax rate, which would of course fall the heaviest on those above the lowest bracket.

Even assuming that the social security tax could be boosted fast enough and high enough to take care of social security costs, there is an indirect effect on the income tax when the government takes over functions handled by private corporations. The corporations pay a federal income tax. The government doesn't. So there is a hidden cost, equivalent to the loss in corporate income taxes, and this can only be made up by increasing the tax revenues from other sources. For a business as large as insurance, the tax loss due to social security supplanting private enterprise could be very substantial.

The political temptation to boost or broaden social security benefits every election year is all too obvious. The only effective way to forestall an ever more lavish flinging away of the taxpayer's money is to convince a sufficiently large percentage of the public that the costs of what we already have in social security are plenty high and that further increases are not going to be just at the expense of the wealthy but almost entirely at the expense of the general run of taxpayers.

A reasonably intelligent person should be able to understand that he is a lot better off putting money into private insurance against death, retirement, and disability than in putting the same amount of money into increased social security taxes, which not only pay for his benefits but also subsidize undeserved luxury for millions who are too shiftless to provide their own security.

Only by this constant hammering at the cost of higher social security benefits will it be possible to hold the line at anywhere near the present level of cost. As we have already said, insurance men are the logical ones to carry this warning to the public. In fact, it could reasonably be asked, if insurance men aren't sufficiently excited to do

this much about it, how can we expect the public to be aware of the kind of socialistic program that is being put over in exchange for votes every election year?

PERSONALS

Edmund Fitzgerald, president of Northwestern Mutual Life, has been appointed to the National Advisory Health Council by the surgeon-general of the United States. Mr. Fitzgerald has been a leader in community health and welfare affairs and is president of United Hospital Fund of Milwaukee.

William W. Cary, in charge of public relations at Northwestern Mutual Life and secretary of the board of trustees of the company, has been elected treasurer of the Wisconsin chapter of the Public Relations Society of America.

DEATHS

ROBERT C. ALBERS, 30, assistant methods analyst in the electronics research division of Prudential, died of a broken neck in an automobile accident near Whitehouse, N. J. A car traveling in the opposite direction struck and killed a deer which dashed into the road and then careened into Mr. Albers' auto, throwing him partly from it.

ARTHUR C. McABEE, 57, retired manager of Liberty Life at Summerville, S. C., died unexpectedly at his home in Summerville.

DONALD L. DUNCAN, who started with Southland Life in 1915 when the company had but six employees and who established for himself one of the longest service records of any employee of the company, died in a Dallas hospital after a brief illness. At the time of his death, Mr. Duncan was in the cashier's department.

CHARLES F. WILSTACH, 74, with the claims department of Empire Life & Accident at Indianapolis and Evansville for 30 years until his retirement about 10 years ago, died at his home in Indianapolis.

ALBAN W. COEN, 68, mortgage loan appraiser for Prudential for 15 years, died at his home in Rensselaer, Ind., after a long illness.

Carl A. Peterson, for many years with Northwestern National Life and later with North American Life & Casualty at Minneapolis, was honored recently at a testimonial dinner in Minneapolis. More than 50 prominent Twin City insurance persons attended and hundreds of congratulatory wires and letters were received by Mr. Peterson from all parts of the U.S. and Canada.

Republic National Votes 5 for 1 Stock Split; 200% Stock Dividend

Stockholders of Republic National Life have approved an amendment to the company's charter allowing a 5 for 1 capital stock split. Also approved was a proposal to increase the company's capital from its present \$467,270 to \$1,401,810 by declaring a 200% stock dividend. This will be accomplished by transferring \$934,540 from surplus to capital.

The total effect of these amendments will be to give each stockholder 15 shares for each share currently owned and will increase the total number of shares outstanding from the present 46,727 to 700,905.

Theodore P. Beasley, president and chairman of Republic National, which achieved \$1 billion of life insurance in force in just 28 years, explained that the market value of the company's stock has reached such a high level in recent years that a stock split was needed to provide greater flexibility and to permit more persons to become shareholders.

Nussbaum, Traylor Address Purdue Course Grads

The presidents of two leading associations for life agents addressed a recent graduating class of 31 persons from the Purdue course. The speakers were A. Jack Nussbaum, Massachusetts Mutual Life, Milwaukee, president of National Assn. of Life Underwriters, and Fitzhugh Traylor, Equitable Society, Indianapolis, president of American Society of CLU. Other speakers included Elsie Doyle, Cincinnati, a faculty consultant to the Purdue staff; Oren Pritchard, Union Central Life, Indianapolis, secretary of NALU; and Stanley Galey, president of La Fayette (Ind.) Life Underwriters Assn.

STOCKS

By H. W. Cornelius, Bacon, Whipple & Co.
135 S. LaSalle St., Chicago, Oct. 30, 1956

	Previous Week's Bid	Current Bid	Asked
Aetna Life	176	178	182
Beneficial Standard	16 1/4	16	17
Cal.-Western States	86	82	87
Colonial Life	98	98	102
Columbian National	84	83	86
Commonwealth Life	18 1/4	19	20
Connecticut General	244	243	247
Continental Assurance	114	110	115
Franklin Life	81 1/4	81 1/4	82 1/4
Gulf Southern Life	73	72	75
Gulf Life	29 1/2	29	30
Jefferson Standard	121	120	122
Kansas City Life	1220	1200	1225
Life & Casualty	25 1/4	24 1/4	25 1/4
Life Insurance Investors	13 1/2	13 1/2	14 1/4
Lincoln National	218	216	221
Missouri	21	20 1/2	21
National L. & A.	87 1/2	86 1/2	88 1/2
North American, Ill.	19	18 1/4	18 1/2
N.W. National Life	83	82	87
Ohio State Life	227	235	Bid
Old Line Life	60	60	64
Southland Life	95	96	100
Southwestern Life	97	97	101
Travelers	73 1/4	73 1/4	74 1/4
United, Ill.	22 1/2	23 1/4	24 1/4
U.S. Life	27 1/2	27	28
West Coast Life	46	45	47
Wisconsin National	53	52	55

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EDITORIAL OFFICE:
99 John St., New York 38, N. Y.
Executive Editor: Robert B. Mitchell.
Assistant Editors: John B. Lawrence, Jr.
and Walter C. Crocco.

ATLANTA 3, GA.—432 Hurt Bldg., Tel. Murray 8-1634. Fred Baker, Southeastern Manager.

BOSTON 11, MASS.—207 Essex St., Rm. 421, Tel. Liberty 2-1402. Roy H. Lang, New England Manager.

CHICAGO 4, ILL.—175 W. Jackson Blvd., Tel. Wabash 2-2704. O. E. Schwartz, Chicago Mgr. R. J. Wiegand, Resident Manager.

CHICAGO EDITORIAL OFFICE:

175 W. Jackson Blvd., Chicago 4, Ill.
Associate Editor: John C. Burridge.
Assistant Editors: Richard J. Donahue and Richard G. Ebel.
Copy Editor: Foster P. Stockwell.

CINCINNATI 2, OHIO—420 E. Fourth Street, Tel. Parkway 1-2140. Chas. P. Woods, Sales Director; George C. Roeding, Associate Manager; George E. Wohlgenuth, News Editor; Roy Rosenquist, Statistician.

DALLAS 1, TEXAS—708 Employers Insurance Bldg., Tel. Riverside 7-1127. Alfred E. Cadis, Southwestern Manager.

DETROIT 26, MICH.—613 Lafayette Bldg., Tel. Woodward 5-2305. A. J. Edwards, Manager for Indiana and Michigan.

ADVERTISING OFFICE:

175 W. Jackson Blvd., Chicago 4, Ill.
Telephone Wabash 2-2704.
Advertising Manager: Raymond J. O'Brien.
SUBSCRIPTION OFFICE:
420 E. Fourth St., Cincinnati 2, Ohio.
Telephone Parkway 1-2140.

KANSAS CITY 6, MO.—950 Dierks Bldg., Tel. Baltimore 1-2244. William J. Gessing, Resident Manager.

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SAN FRANCISCO 4, CAL.—582 Market St., Tel. Exbrook 2-3054. A. J. Wheeler, Pacific Coast Manager.

ZALINSKI TELLS LIAMA ALUMNI:

Manager Should Rate His Effectiveness Only on What He Attains Through Others

How should managers measure their own personal effectiveness? Don't



Edmund L. Zalinski

measure it in terms of how much life insurance you sell or how well you get things done, Edmund L. Zalinski, vice-president of John Hancock, told LIAMA school graduates attending the Atlantic Alumni Assn. conference at Asbury Park, N. J. but measure your accomplishments entirely by the results you are able to get from agents and clerical force under your supervision.

More than 100 graduates of LIAMA schools in agency management were on hand.

In his windup address, "How Good Are Your Promises?", Mr. Zalinski said the real job of management is not to provide solutions to all problems, but to "see that solutions are found to all problems."

"Next time someone in your agency comes to you with a problem," Mr. Zalinski suggested, "decide positively whether it is one you should solve or one that should be handled by the person himself or someone else in your organization."

Urging the question technique to stimulate mental processes of agents, he said: "Your function as a leader is to train your agents to think for themselves and to find solutions to their own problems." When you do this, he said, it "frees your time for planning and real supervision . . . it also builds morale and results in personal growth and satisfaction for the individuals concerned."

The speaker suggested these points to consider: "if we are to keep our promises to both new and established agents."

1. Establish long and short range objectives. Put them in writing; bring them up to date at least once a year.

2. Select a team of competent assistants after you have analyzed your need for supervisory help in relation to the number of agents you require.

3. Consider carefully the kind of agents you want. "Is there any reason to expect that a man who does not have a success pattern in his previous life and business experience will reverse his performance in life insurance selling?"

4. While most agencies suffer from too little recruiting, there is also danger in recruiting too many men.

5. Make your presentation of the job honest and accurate, as well as motivating.

6. Make adequate use of "the trial period idea."

7. A substantial amount of unfulfilled promises to agents can probably be traced to insufficient job coaching or inept field work. For agents at all levels, diagnose training needs accurately and follow through with continuous training.

8. Try to maximize the amount of time your agents spend in front of prospects asking them to buy. Try to simplify each agent's clerical and paper work functions. Yet insist that

agents keep certain basic records for "experience indicates that when men begin to slip in their record keeping, they begin to slip in their production."

9. Clean house. "Have the courage to terminate an agent if he is not giving you his full time or his best efforts." It is an axiom that marginal agents and part-timers often take more of the manager's time than successful agents.

10. Work to develop momentum and morale in your office. Infuse your agents with optimism.

11. Give your agents ego recognition. Do it sincerely.

12. Look to your public relations—both within the community and within the business.

13. Strive for an agency location in a good building, with the office well laid out and looking clean, neat and efficient.

14. Enlist the help of the cashier to improve agent morale.

15. Don't condone trouble makers in your office.

16. Make sure your efforts with agents are not being undermined at home. Keep the wife's attitude positive!

More emphasis on financial planning was urged by Mr. Zalinski, based on sound knowledge of costs and doing business.

"More managers fail because of not knowing their costs . . . or by making unwise financial commitments . . . than ever fail because they don't know how to recruit, select, train and supervise," he declared.

Earlier the speaker stressed the importance of a management development program to supply the number and kind of management trainees needed for replacement and expansion purposes. He said that such a program should include a systematic method for attracting agents who seem qualified for management with incentives to insure the enthusiastic cooperation of their present agency heads.

National of Vt. to Pick New Home Office Site

Directors of National Life of Vermont will hold a special meeting in December to select a site for a new home office building.

Several sites in the area of Montpelier, where the company is now located, have been under investigation. Directors studied in detail a report submitted by an architectural firm at the recent quarterly board meeting, according to President Deane C. Davis. However, more engineering data will be required before a decision can be made.

4 Occidental Men Write App-a-Week for 20 Years

For having written at least one policy application a week for 1,040 consecutive weeks, or 20 years, four Occidental Life of California agents were awarded 20 year App-AWeek plaques at the company's conventions held recently in Quebec City, Detroit, and Coronado, Cal.

Receiving plaques were General agent R. C. Alexander, Boulder, Colo.; Art Fuller, DeVries & Associates, Los Angeles; J. B. Robidart, also of the DeVries agency; and General agent Harry Tandy, Denver.

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Mid-West Management Parley Draws 350

(CONTINUED FROM PAGE 1)

let up on agent training," Mr. Lyons said, "but I do say we must put more effort into training assistant managers for management careers."

In judging the potentiality of a man for assistant manager work, the manager or company should look for six things, according to Mr. Lyons: Sincerity, integrity, humility, courtesy, wisdom, and charity. "Men with these qualities will make good assistant managers," he reported.

We must remember, Mr. Lyons concluded, that our equipment for capitalizing on the future potential in the life insurance business is men.

"Only the insured pension plan particularizes its services, guarantees interest and mortality assumptions, guarantees the outside limit of administrative expense, and gives the employer freedom from investment responsibility," E. R. Erickson declared, speaking on "The Pension Market and How to Capitalize on It."

"Such detailed services, such pegging of expenses, and such guarantees of results more than compensate the

employer and the employee genuinely interested in maintaining a sound pension plan," he insisted.

Mr. Erickson presented the case for the insured plan as against the unin-

sured plan. ("I plead with you to call attention to the true nature of the latter type of plan by using its right name, 'uninsured,' not calling it 'self-administered.'") He pointed out that the ultimate cost of any pension plan is dependent largely on the benefits it provides. Too often, he charged, the

uninsured plan shows an immediate lower cost by assuming a higher interest rate than experience proves life insurance companies can earn, by underestimating mortality through the use of an out-of-date table, and by ignoring the trend toward a longer average life in retirement.

More agents ought to raise their voices in defense of the insured plan in order to offset the inroads the advocates of uninsured plans are making, especially in "converting" plans originally insured, he urged.

Presiding at the conference dinner on Thursday night, Eber M. Spence, vice-president, American United Life, Indianapolis, introduced the nine company presidents, 13 vice-presidents, and 24 agency directors in attendance, as well as the general agents and managers of several companies which had held management meetings of their own at French Lick earlier in the week, winding up their company sessions with the conference sessions.

Special recognition was accorded Fitzhugh Traylor, Indianapolis manager for Equitable Society, for his election to the presidency of the American College and to Oren D. Pritchard, manager, Union Central, Indianapolis, for his election to the secretaryship of NALU. Citation telegrams for both were read from the Indianapolis and Indiana Life Underwriters associations and the Indianapolis CLU chapter.

Also recognized from the floor were Freeman J. Wood, general agent, Lincoln National, Chicago, and Nathan Paulus, general agent, State Mutual Assurance, Dayton, directors of GAMC; Ray Wertz, general agent, Lincoln National, Detroit, past president of GAMC; and L. W. Jackson, director of courses, Metropolitan Life, former executive director of GAMC. A congratulatory telegram from Donald A. Baker, present executive director of GAMC, was read.

The dinner, traditionally reserved for an institutional-level speaker, heard Dr. Gregg speak on "The Vital Dimension."

Dr. Gregg painted a picture of the future market for life insurance, predicting a 25% increase in real income for the average family within the next decade, which would make possible doubling the sales of ordinary. "But," he declared, "if we are to get our share of this increase, we must have informed buyers, informed company leaders, and informed sellers."

The need for a better-informed public arises from the fact that there is a



Snapped at the Mid-West Management Conference, French Lick, Ind., are Freeman J. Wood, general agent, Lincoln National, director of GAMC; Bense Leavitt, LIAMA; Dr. Davis W. Gregg, president of American College; Oren D. Pritchard, manager, Union Central Life, Indianapolis, secretary of NALU; and Fitzhugh Traylor, manager, Equitable Society, Indianapolis, president of the American Society of CLU.

YOU HAVE SOLD YOUR CLIENT SHORT IF HE DOESN'T HAVE DISABILITY INSURANCE

You owe it to your clients and prospects to explain the advantages of protection against the financial emergencies caused by disability. During the years of a man's greatest earning power — from 30 to 59 — his danger of suffering a disability of three months or longer is greater than the hazard of death itself. You can offer realistic disability benefits — on either an Individual, Salary Allotment, or Group basis — with Provident's line of Non-Cancellable disability income contracts. We will be glad to send you full details.

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great lack of understanding of life insurance, he said. Informed buyers will buy more and lapse less. Helpful in building informed buyers are college courses in life insurance, which, Dr. Gregg estimated, are being conducted in more than 200 colleges with more than 30,000 students. Even more important is teaching a buyer's understanding of life insurance in secondary schools. "While not everybody goes to college, everybody does go to high school." He praised the Institute "workshops" for secondary school teachers as progress in getting life insurance better understood at high school level.

There are many problems facing companies, Dr. Gregg pointed out. "The expansion of group, A&S, variable annuities, family group, quantity discounts, are a few." Therefore, the need for informed company leaders is also great. "Good salesmen will have trouble if decisions on merchandise and merchandising methods are not made soundly at company level," he warned.

The ideal of training, he concluded, is not a program that eventually is completed, but one which conditions the man to go on studying and learning all his active vocational life.

Opening the Friday morning session was Mr. McCaffrey, speaking on "Advanced Underwriting Trends That Produce Sales."

The biggest trend in advanced underwriting reported by the speaker is toward reliance on experts for the technical details. "The key man in the advanced underwriting case is not the technician, he declared, "but the man who can control the case. That man is the agent. He should not, therefore, waste his time on estate planning. His function should be to disturb the pros-

pect to the extent that the prospect will get someone else to do the details of the planning. More and more agents are operating in this field by the procedure of selling the technician."

A suggestion that you might be able to show a prospect how to save taxes is one of the best of all approaches, Mr. McCaffrey declared. "Remember that when talking about estate taxes, the time is ripe to talk about gift taxes, too." Deferred compensation he labelled as a "tremendous market," "and remember," he advised, "people in insurable age brackets are not interested primarily in death costs, but in living benefits. Concentrate on those in your presentation."

The speaker warned against pushing men into the advanced underwriting field all at once. "It is a field into which to move by stages, not throwing everything else overboard all at once."

The key to success in the advanced underwriting field, Mr. McCaffrey concluded, is to do everything everybody else in the field is doing, but do it first.

"The Role of A&S in Programming and Estate Planning" was the subject of Mr. Kingston. He urged covering a prospect's total income insurance needs as practical, profitable, and a moral obligation. "I often wonder where the life-only man hides when disability cuts off his policyholder's income," he said.

Mr. Kingston gave seven reasons for including A&S in programming and estate planning:

1. The value of an estate plan is recognized only when a man dies; if an agent writes only life, he must outlive all of his clients to see the good he has done—and then only the beneficiaries are there to thank him.
2. It is more fun to deliver benefit

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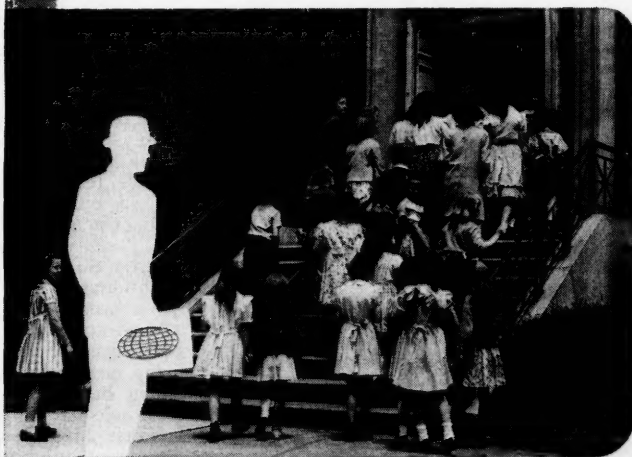
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For many years, Inter-Ocean has planned for the broadly expanding market that now includes over 1,000,000 teachers and over 40,000,000 students from elementary through college levels. To meet the demands of this lucrative market, Inter-Ocean offers complete personal and group protection. Thousands of teachers are protected by various Inter-Ocean Life or Accident and Health plans, by Disability contracts, by Hospital and Medical Insurance. And a growing number of students (your most reliable foundation for future business) are covered by Student Accident plans, by various forms of low-cost savings plans and, more recently, by highly successful and popular Juvenile plans, such as the Juvenile Estate Builder.

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Today, the force of human need
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checks than to collect premiums. A&S gives a man a chance to deliver many such checks.

3. Benefit checks to living policyholders turn them into better centers of influence because they are alive to see what the agent's work means to them.

4. A&S in the estate plan turns policyholders into clients because it eliminates the probability of another agent coming in with A&S and so dividing the policyholder's loyalty.

5. A&S builds the agent's morale by showing him insurance in action.

6. Because of higher frequency of A&S sales as compared to life, selling A&S keeps closing techniques sharp.

7. It fulfills the agent's moral obligation to do *everything* that can be done to protect the client.

Mr. Beckers, closing morning speaker, discussed "Finding and Keeping Good Men" by answering the questions, "How selective should we be?" "Whom shall we select?" "What methods should we use?" and "How do we keep them?"

Company records prove, Mr. Beckers said, that the best selection techniques of the past 20 years have made no more than a 5% difference in turnover. "Therefore, I prefer to follow a less selective system and consider the first six months as part of the selection process. I do this because I have seen all too often how being highly selective can become an expense for recruiting inactivity."

As to "Whom do we select?" Mr. Beckers reported that in his agency, "We look for able, stable, underpaid, vocationally disturbed young men. Six of his last 40 recruits came right out of college, he reported. Twelve were salesmen in other lines. Five were coaches or teachers. Thirteen were from industry. Four were from retail stores. Seventeen had college educations; 23 did not."

As to methods of recruiting, Mr. Beckers warned that it is so easy for the manager to get involved in sales problems and activities that he needs mechanical devices to force him to recruit regularly.

One mechanical device recommended by the speaker is to combine selling with recruiting, using as an approach, "You have been suggested to me as a man who might make a success in our business." The recruiter then proceeds to ask the prospective recruit and his wife to listen to a pattern sales presentation and see whether he thinks he

Record Breaker



George S. Severence, left, with the Aspegren agency of Ohio National Life, Chicago, established a new company record last month when he submitted \$1,038,000 of new business to the home office in a single day. Mr. Severence set out to establish a company record in honor of his first teacher in the business, N. E. Glassbrook, right, who retired as central division manager at Lansing, Mich., after 38 years with the company. Agents in the division paid tribute to Mr. Glassbrook in a "Salute to Achievement."

could learn it. The result is often an application whether or not the prospect thinks he would like the business.

A second mechanical device is a "Career Meeting" four times a year. Assistant managers are required to bring in to a central meeting place, at least one prospective recruit and his wife. The meeting consists of four minute talks on life insurance as a career, the financial opportunity, a picture of an agent at work, the personal satisfaction in life sales, a picture of the agency and of the company.

Seven factors are important in keeping men, Mr. Beckers reported. They are:

1. The ability of the trainer.
 2. The ability of the manager.
 3. The effectiveness of the training.
 4. Human relations.
 5. Getting the man into the field quickly.
 6. Requiring early production.
 7. Terminating a man who doesn't look as though he will make it quickly.
- "You may call quick termination ruthlessness; but the fact remains that you are being kinder in terminating a man quickly than in letting his morale go to pieces; and you keep up the morale of the other men better if you do not have failing men lingering under contract."

Above all, Mr. Beckers said, necessary for finding and recruiting men is that the manager love his men in the sense of being profoundly interested in them.

The Friday noon session of the conference featured a women's luncheon but was otherwise without formal program. Opening afternoon speaker was Mr. Rosenfelt, speaking on "Supervision for Success."

Building an agency is not a problem, but a process, Mr. Rosenfelt declared. "To be successful, you must follow a successful formula. One mistake too many men make is to reject a formula which has been tested for one they have selected merely because they like it better. Moreover, do not fall into the fallacy of thinking that a successful formula must be a complicated one," he continued.

"Organized activity" is the secret of whatever success his agency (which will produce \$10 million this year) has, the speaker declared. "And we work at it, not sporadically, but five days a week."

Mr. Rosenfelt's "success formula" is based on a three-year training program, which starts with selection, goes

(CONTINUED ON PAGE 16)

Beginner? . . . or Twenty-Year Man? YOUR TRAINING IS CONTINUOUS when you're a Modern Woodmen Agent

Ask any Modern Woodmen Agent . . . new man or veteran . . . he'll tell you of a continuous training program which makes for a profitable career.

He'll tell you about Modern Woodmen's basic training in the office . . . how this is immediately followed by on-the-job training with actual sales interviews with a successful, experienced sales manager.

He'll tell you about Home Office advanced training, which thoroughly schools the Modern Woodmen Agent in the principles, uses and applications of life insurance.

He'll tell you that this training . . . on the job and in the office . . . is directed

by capable personnel who have mastered every phase of life insurance selling . . . men who keep abreast of the latest developments in the industry.

Increased earnings and the opportunity to "get ahead" are built into the future of the Modern Woodmen Agent. If you want a career with a future . . . one that gives opportunity to use your talents to the fullest . . . there's a place for you at Modern Woodmen.



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Life Insurance Since 1883

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Furnish LIAMA Alumni with Many Usable Ideas

(CONTINUED FROM PAGE 3)

so much what the manager knows about recruiting but what he does that makes for success. Some recruiting activities should be done every day. He advised putting the schedule on top of the desk, "where it will stare you right in the face."

Joseph J. Warren, Phoenix Mutual, Brooklyn, said that he has swung away from newspaper advertising and employment agencies and only advertises in the papers when he doesn't get enough prospects from centers of influence and through his own agents. He considers 10 men for every one put under contract. He averages eight one-hour interviews for each candidate. He makes an effort to interview the candidate's wife, but this is not mandatory and in fact often is impracticable.

Summing up, Mr. Reid pointed out that all the panel participants had done the job of recruiting, each knew what he had to do, and though all used different sources they used them consistently.

The other panel discussion, on managing by teamwork, had as moderator Paul L. Guibord, Mutual Benefit Life Newark. This panel dealt with the problems involved in delegating authority and responsibility to supervisors or assistant managers.

L. Kent Babcock Jr., Aetna Life, Philadelphia, said that the most important qualification is complete unselfishness. In assistant managers he looks for a man with proven ability as an agent, demonstrated self-organization ability, experience with business insurance and other forms of advanced selling, a "commission concept" of the business, a successful record of joint work with agents or brokers, successful training experience, and the passing of specified education and training courses.

The man should have obtained or be working toward his CLU designation, he should have an ability to attract men to the agency and should have demonstrated his ability as a leader either in or out of the agency.

Charles N. Barton, Union Central, New York City, singled out as the most essential quality the ability to get along with people. Is he a leader that others in the agency come to with their problems? Does he have forcefulness?

Robert L. Snowden, Metropolitan Life, Red Bank, N. J., warned against short-circuiting the assistant managers. He said that he was extremely impressed with that lesson, which he learned at a LIAMA combination school, and he now makes sure that in talking with agents he discusses only non-business problems. Everything connected with business is discussed through the man's assistant manager.

George A. Hatzes, Fidelity Mutual, Washington, D. C., said that when he recruits a man he emphasizes that the outstanding personal producer is the best paid job, though on the other hand, the man may eventually prefer to recruit and train other men and in that case the company will be glad to encourage him to become a supervisor, as a step toward becoming a general agent.

There was considerable discussion of the problem of gracefully returning a man to personal production when he is making good as a supervisor. It is important to do this, once his unfitness for supervisory work is discovered, or it will damage the agency's

morale and that of the unsuccessful supervisor as well. One suggestion was that the supervisor be "promoted" back to personal production, but this entails difficulties, some of the participants thought, because the supervisory post must be depicted as a step upward, or it will not be attractive.

Formal talks were given by John L. Lobingier Jr., director of public relations of LIAMA; Lewis W. S. Chapman, LIAMA director of company relations; Ewart G. Walls Jr., assistant superintendent of agencies Connecticut Mutual; and Edmund L. Zalinski, vice-president of John Hancock. Their talks are reported elsewhere in this issue or will be covered in next week's issue.

Says Iowa Court Ruling to Affect Blue Cross Rates

DES MOINES—R. P. G. Lattner, executive director of Blue Cross in Iowa, told a meeting of Iowa Hospital Association that Blue Cross rates will be increased in Iowa if a court decision prohibiting hospitals from retaining their own specialists is upheld. A recent Polk county (Des Moines) district court ruling said it was illegal for hospitals to hire radiologists and pathologists for their laboratories. Mr. Lattner said that hospital costs will be increased as a result of this decision because hospital laboratories will lose about \$7 million a year in revenue.

However, the court decision said that space could be rented by hospitals to specialists.

Top GAs Ponder Estate Planning Divisions

The General Agents Symposium, consisting of a select group of top life general agents from throughout the country, held a semi-annual meeting recently at the E. A. Ellis agency of Pacific Mutual Life at San Francisco. Principal subject of discussion during the 2½ day meeting was the feasibility of establishing estate planning divisions within the agencies of those men who attended. In addition to Mr. Ellis, those attending were William T. Earls, Mutual Benefit, Cincinnati; John Hill, Aetna, Toledo; Carr Purser, Penn Mutual, New York; Charles Barton, Knight agency, Union Central, New York; Harry C. Copeland, Massachusetts Mutual, Syracuse, N.Y.; Harold Dillon, National of Vermont, Atlanta; John Marsh, Lincoln National, Washington D.C.; Harry Hunkin, Connecticut Mutual, Chicago, and Lowell Craig, Northwestern Mutual, Milwaukee.

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Vigorous, aggressive, forward action is typical of the Pilot.

Witness the forward step taken when Pilot Life pioneered in the field of scholastic accident insurance. Virtually every child in Pilot's territory can afford protection from 'portal to portal', from a bad fall to a serious injury.

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These are forward steps by the Pilot—more can be expected, because THE PILOT is at the helm—always at the forefront in insurance!



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Security's growth is planned

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New Policies...new concepts in insurance coverage designed to meet the modern needs of business and individual. They're as new as the hydrogen bomb!

Security Life's Research of Public Needs maintains constant research to learn the public's needs in insurance. Just as in the design of furniture, clothing, home appliances or automobiles, this research activity builds plans which are already wanted by insurance buyers.



General agent franchises with vested renewals and new organization bonus available in most states west of the Mississippi. Also, top commission contracts for agents. A "Best" recommended company. Write J. F. Johns, First Vice President.

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(CONTINUED FROM PAGE 14)

Your Mutual
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Man says:

**"There
is a
difference
between
selling
policies—
and
meeting
needs."**

From the *client's* standpoint it can easily be the difference between complete satisfaction and utter disappointment. From the life insurance agent's standpoint it can be the difference between a richly rewarding career of service and a dull day-to-day existence. Because Mutual Benefit Life men like Melbourne J. Rotier of Lansing, Mich., put the emphasis on "meeting needs," their clients are happy and they themselves are successful. The Mutual Benefit Life Insurance Company, Newark, New Jersey.



through a rigorous, 10-day "boot training," joint work, special case help, company courses and a home office school, LUTC, and advanced underwriting.

The speaker reported that his "morning meeting" program, which requires every man under three years in the business to come to an agency meeting each morning of the week, is intended as a "warm-up" session for the day. "How many cases are lost by warming up on the prospect instead of before calling?" he asked.

The morning meetings are devoted to rehearsal of telephone technique, approaches, closes, motivating stories, etc. "All the best ideas in the world won't do you any good if you never rehearse them," he warned.

"Education and training plans mean nothing unless we have bodies in the agency to work on," Mr. Nicholson, speaking on "Dollars and Sense in Recruiting," warned.

Unfortunately, unlike savings, which should be taken out of the budget first, recruiting must be taken out of the time budget of the manager last, he pointed out. Existing agents and administration must come first. The key is to utilize what time is left for recruiting effectively.

Setting up a recruiting plan is easy for any manager who has ever done personal production, Mr. Nicholson declared. All he needs to do is follow the same steps in the recruiting process that he followed in the sales process: Prospect in the right market; prospect regularly; have a planned sales presentation, and "see the people."

The speaker highlighted recruiting mistakes by describing five types of recruiters—

1. The "no recruiter." This type never gets around to recruiting—and more management failures come from this fault than any one other.

2. The "over recruiter." He recruits so many new men that he has no time for existing men—which, in turn, creates high turnover and pressure to hire still more.

3. The "frantic recruiter." This is the man who comes up to October behind on his company quota and in danger of losing his bonuses. He grabs every man in sight, puts him under contract, and sits back saying, "mission accomplished."

4. The "over administrator." This man has been successful. He has acquired some staff men. He feels personal recruiting is beneath his dignity. He reads everything on recruiting and constantly preaches to his assistant managers about it; but he never does anything himself.

5. The "windmill." This type runs in all directions and spends a tremendous amount of time on recruiting—but gets nowhere because he has no organized recruiting process.

In concluding the afternoon session, Mr. Nicholson warned that as the market for insurance increases, the industry must increase its field manpower faster than it has been doing in the past decade, or face increasing demand for broader social security and group.

Friday evening featured a cocktail party and a dinner-dance.

Concluding session of the conference was a breakfast meeting on Saturday. Speaker George C. Fraser, who opened a scratch agency for Aetna in 1954, talked on "Operation Saginaw."

His first concern with the new agency, Mr. Fraser reported, was the development of those men in the territory technically under contract but actually writing property lines almost exclusively. During the first year and a half of operation, he was able to increase their life production by 86%, largely, he explained, by raising their sights and getting them to probe for needs rather than write by face amount.

Mr. Fraser's second consideration in agency development was new agents; and one of the best sources of recruits, he found, was among sons of casualty agents who had no place in their agencies for the boys.

Much of the development of new men in his agency, Mr. Fraser said, depends on field supervision in the form of joint work. Joint work continues at regular intervals even after the initial training period.

"One of the most frequent reasons cited for agent failure is, 'He won't work,'" the speaker said. "The question is always, 'Is he really lazy, or does he just not know how to work?' The best way to find out it to go into the field with the agent."

Joint work is also a great time-saver, he reported. "It's the quickest way to spot what is wrong in an agent's sales process. Eight hours of field work are worth at least 16 of office training."

All estate planning cases in the agency are written on a joint basis, with the agent concentrating on "selling the expert" rather than trying to do the estate planning work himself.

Mr. Fraser also reported that the average pension case will triple itself in five years if the agent watches it closely; and he urged probing for the true valuation in business insurance cases, "Not the depreciated book value used for tax returns." He recommended constant review of business clients. "Business values are increasing fast in these times; if you aren't there to increase the business insurance and to keep pace with them, some other agent will be."

Closing speaker on Saturday morning, and of the conference, was Mr. Osler, who summarized the highlights of each talk.

In his final words of "farewell," R. J. Simpson, manager, Sun of Canada, Indianapolis, vice-chairman of the conference and chairman-appointee for 1957, announced the dates for next year's meeting as Oct. 31-Nov. 2, suggested to company men present that they consider following the practice of the several companies which this year integrated their own meetings with the conference sessions, and reported that the conference would seek to arrange a special train from Chicago to be brought in on the hotel siding, thus facilitating transportation for registrants from the east and west.

Chicago A&H Assn. to Hold
Sales Clinics in November

Chicago A.&H. Assn. will sponsor free sales clinics during November as part of its membership drive. The clinics will be held Nov. 6, 13 and 20 in the auditorium of the Insurance Exchange building.

The three sessions will feature panel discussions on: Prospecting, product and sales-clinching. A set of three A&S books will also be given free to each new member.

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Harry E. Paulsen, General Manager

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DETROIT

COMPANY & AGENCY CHANGES

Commonwealth Life

John T. English has been named assistant actuary. Before joining Commonwealth Life, he was with Northern Life of Canada for four years.

National Life of Vermont

Karl G. Gumm has been promoted to vice-president-western division,



K. G. Gumm

Acheson E. Lucey to director of sales promotion and Richard A. Bottamini to director of public relations. Named company officers were John G. Karnedy, assistant superintendent of agencies; Warren R. Nash, agency secretary; James E. Ledbetter, chief security analyst; Miss Irene F. Morgan, coordinator of field services, and Miss Ann H. Sargeant, security analyst. The Misses Morgan and Sargeant are the first women ever elected to officer status. Mr. Gumm, agency vice-

president of agencies; John F. Calvin, agency assistant; Ralph L. Gifford, staff assistant, and James F. Driscoll Jr., staff assistant. The individual assignments of these men will not change, but their activities will be broadened and coordinated into a group concerned with agency research in all its phases.

Equitable of Iowa

Dr. Ralph R. Simmons, medical director of Equitable of Iowa and 1955-56 president of Assn. of Life Insurance Medical Directors, retired Oct. 31 under provision of the company's retirement plan for home office personnel. He is succeeded by Dr. William O. Purdy, former associate medical director. Dr. Charles A. Nordin, formerly assistant medical director, has been named to succeed Dr. Purdy. Dr. Simmons joined Equitable of Iowa as assistant medical director in 1927 and was elected medical director in 1936. He presided over the recent annual meeting of medical directors at New Orleans. Dr. and Mrs. Simmons will spend the greater portion of the next two months visiting with their son, Dr. W. A. Simmons of Lexington, Ky., and also touring Texas and Mexico. In May the couple plan to leave on a three-month tour of Europe.

Dr. Purdy became assistant medical director of Equitable of Iowa in 1936 and in 1948 was named associate medical director. Dr. Nordin joined the company as assistant medical director in 1948.

Home Life

Ordinary and group sales activities have been consolidated in the sales department. All group sales activities have been transferred to the sales department, along with home office sales management personnel and the group field organization. James T. McCrystal, assistant manager of group since early this year, has been named assistant vice-president. John J. Egan, assistant manager of group administration since 1954, was named manager of group



J. T. McCrystal



John J. Egan

administration. Mr. McCrystal joined the actuarial department 18 years ago. He was named assistant counsel in 1949, assistant manager of group administration in 1950 and manager of group administration in 1951. Mr. Egan joined the company as a trainee in the premium collection department in 1946 and joined the methods and services department in 1949. Consolidation of the ordinary and group sales operations began last March when John H. Evans, vice-president and manager of agencies, was named vice-president-sales. The agency department at that time was renamed the sales department to more accurately describe its enlarged scope.

Confederation Life

Installation of a large scale electronic data processing system at the home office has resulted in these appointments: J. C. Davidson, executive secretary, has overall responsibility for converting routines to the new system; R. G. Stitt, responsible for electronics research for three years, becomes coordinator of electronics; J. T. Birkenshaw, assistant actuary,

will be associated with electronics on the managerial level; Gordon Parker moves from research supervisor to electronics manager; J. E. Smart and L. V. Duckworth, assistant secretaries, have been named planning executive and home office executive, respectively, in anticipation of broad changes to be made in various areas due to the electronics program.

Equitable Society

Robert E. Bartlett has been named assistant manager of the education and training division of the personnel department. He joined the company in 1941 as a runner in the annuity division of the claims department and advanced to supervisor.

Berkshire Life

Elgin R. Batho has been promoted to assistant vice-president and actuary and George C. Denny to assistant underwriting secretary. Mr. Batho has been with Great-West Life, Bankers Life of Iowa and Equitable Life of Canada before joining Berkshire as assistant actuary in 1946. He was named associate actuary in 1948 and research actuary in charge of a new unit devoted to statistical research and merchandise design in 1954. He is a fellow of Society of Actuaries and

Casualty Actuarial Society. Mr. Denny entered the business with Union Mutual Life in 1946. He joined Berkshire as supervisor of new business in 1952 and was named manager of the application and policy division last January.

Continental Assurance

The eastern department at New York City is being reorganized following the retirement of Harlow G. Brown, long time head of the department. Albert B. Morrison, superintendent of agencies, eastern department, has been appointed new head of this major production area. Further changes include the naming of Edward N. Malaney Jr. as senior assistant superintendent of agencies, and the addition of Patrick J. O'Neill as assistant superintendent of agencies. William H. Day, is assistant superintendent of agencies in charge of new business development.

Mr. Morrison entered insurance in



A. B. Morrison

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John Hancock

These changes have been made in the district agency department: Paul E. Egan, superintendent of agencies, and Edward J. Doyle Jr., manager of agencies, have been named director of sales promotion and superintendent of agencies, respectively. The title of William O. Murdock, industrial relations specialist, has been changed to director of industrial relations to describe more adequately the scope of his activity. Joseph A. Smith, agency assistant, has been named supervisor of sales promotion. Maurice F. Hungerville, district agency secretary, will head a research and service unit staffed by Ivor V. Campbell, super-

1922 and joined Continental Assurance in its eastern department in 1945 as agency department supervisor. In 1951 he was named superintendent of agencies.

Julius S. Brown has been appointed assistant superintendent of agencies, Pacific coast department of Continental Assurance at Los Angeles. He has been in insurance for five years and has achieved an excellent record both as a producer and manager.

United Fidelity of Dallas

W. H. Painter, vice-president and secretary, has been elected executive vice-president. **E. E. Sammons**, manager of the Dallas agency, has been named vice-president and agency director.

Aetna Life

Ferris E. Pence, general agent at Oklahoma City for 22 years, will become general agent emeritus on Nov. 30. He will be succeeded by **John D. Wagner**, assistant general agent at Houston for three years. Mr. Pence joined the company in 1919 at Jewell, Kan., and became supervisor at Topeka. Mr. Wagner, who joined the company at Oklahoma City, was named agency assistant at the home

office in 1949 and later went to Houston as supervisor.

Washington National

Harry E. Manzer has been appointed general agent in Madison to succeed **Brace M. Stahl**, retiring after more than 20 years with the company. Mr. Manzer has been in the life business 10 years, and his work includes field experience as an agent for Massachusetts Mutual Life. He later joined National Guardian Life as supervisor of life sales until his promotion in 1951 to director of agencies.

Security-Connecticut Life

Robert J. Towne, consulting actuary of Richmond, and **Lester C. Layman**, insurance consultant of Los Angeles, have been named directors. Mr. Towne served in the actuarial departments of Aetna Life and Union Central Life and was actuary of Life of Virginia from 1941 to 1948. Mr. Layman formerly was in the California Insurance department and served with various fire and casualty companies.

Equitable Life of Iowa

James Buckner Jr. has been appointed agency supervisor for southwest Missouri in the Hedges agency of Equitable Life at Kansas City. Mr.

Buckner, who has been in insurance 11 years, will have his headquarters at Springfield, Mo.

John Hancock

Morton Y. Bullock III has been appointed general agent at Baltimore in partnership with **Ernest J. Clark Jr.** Mr. Clark has been general agent since 1944 with **R. Russell Swigert**, who has retired. **John R. Hardy** has been named general agent in Jacksonville to succeed **E. Jay Becker**, who has retired after 22 years with the company. Mr. Bullock joined the company in 1946 and is past president of John Hancock CLU chapter. Mr. Clark is past president of Baltimore



M. Y. Bullock III

brokerage supervisor in Jamaica. **Edward L. Berger**, also with the agency since 1952, has been named staff supervisor in Manhattan. The agency, now with 12 fulltime agents, has retained 100% of its manpower since it was organized in 1952.



Ruben Gold

A second general agency has been opened in Detroit, at 18946 Greenfield road, and **Ruben Gold** has been named general agent. Mr. Gold, a CLU, formerly was with New York Life in Detroit.

Philip E. Lawler has been named district group manager at Syracuse. He joined the company in 1949 and served in the Boston regional group office before becoming district group representative at Syracuse.

Security-Connecticut Life

William A. Mitchell has been named general agent at Westerly, R. I., with offices at 70 High street. He entered the business with John Hancock in 1945 and was promoted to assistant manager in 1948. He has been assistant manager of Metropolitan Life at Westerly.

Calvin H. Bowersox, president of Bowersox Insurance agency of St. Louis, has been named general agent. He is a past president of St. Louis Associated Insurance Agents & Brokers Assn. and St. Louis Insurance Council.

Prudential

Allen J. Margolis has been promoted to district manager at New York to succeed **Joseph Tashman**, who has been named district manager at New Haven. Mr. Margolis, a CLU, joined the company in 1946 and has been a training consultant in the field training division for the past year.

Union National Life

William Carroll has been appointed regional home office supervisor for eastern Missouri. Before entering insurance eight years ago, Mr. Carroll was senior inspector for Retail Credit Co. of greater St. Louis.

Northwestern National

Roy W. Moren has been named branch manager at Seattle. He has been with the company since 1950.

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California-Western States Life Insurance Company

HOME OFFICE: SACRAMENTO

CLU chapter and Baltimore Assn. of Life Underwriters. Mr. Swigert, who will continue with the agency as general agent emeritus, is a director of Baltimore Assn. of Life Underwriters. Mr. Hardy has been associate general agent at Jacksonville.

Paul Revere

John W. Nute has been appointed manager of a new brokerage agency at San Francisco. He has been manager of the life and disability departments of Swett & Crawford, Seattle insurance firm, for four years. He previously was brokerage supervisor of Union Mutual at New



J. W. Nute

Lincoln National

Richard H. S. Hensel and **Charles D. Woodward** have been appointed regional group managers at Erie, Pa., and Birmingham, Ala., respectively. Mr. Hensel's office is at 1002 South State street and Mr. Woodward's office is at 407-14 Watts building. Mr. Woodward has been in sales work for seven years two of them in insurance. Mr. Hensel formerly was in credit work.

Confederation Life

The company has been licensed in Connecticut and New Jersey. **Four State Life Agency, Inc.**, East Orange, N. J., has been named general agent for Connecticut and northern New Jersey. **A. J. Wohlreich** is agency president.

Massachusetts Mutual

B. William Steinberg, general agent of Massachusetts Mutual in Jamaica, Queens, N. Y., will move the major part of his agency operations to the lower Manhattan area as soon as adequate quarters can be obtained. The Jamaica operation will be continued as a district office. **Allan E. Kaplan**, who entered the business with the agency in 1953, has been named district manager in Jamaica. **Harry I. Losin**, who entered the business with the agency in 1952, has been named

Warters Elected President of Bankers of Iowa

(CONTINUED FROM PAGE 1)

presidents. They are Harold G. Allen, formerly associate actuary and now second vice-president and actuary; Howard Dean, formerly financial secretary; William Rae, formerly group secretary and actuary and now second vice-president and actuary, and Robert E. Shay, formerly director of agencies and now second vice-president and director of agencies.

Leo J. Danzinger, who has been an assistant vice-president since 1948, was elected to the new post of controller. He will be in charge of the accounting functions and electronic machine uses for the company. He joined Bankers Life in 1928 in the actuarial department.

Other changes in officers in two departments were made as part of this new alignment. In the investment department Eugene E. McAnelly has been promoted from manager of farm loans to assistant vice-president. He joined the company in 1948. J. Trevor Davies, who joined the company in 1938 and who has been assistant secretary since 1950, becomes financial secretary. Blaine A. Davis, who has been chief appraiser of city loans and an officer of the company since 1949, becomes mortgage secretary. Two new officers were elected to the investment department. They are Harle J. Bishop, named assistant mortgage secretary, and Gerald Rickert, named chief appraiser.

In the group department, C. Lambert Trowbridge, who has been associate group actuary since 1953, was named associate actuary. William G. Schneider, who has been group underwriting secretary since 1953, was also named associate actuary. A. R. Roberts, assistant secretary since 1945, was named group secretary.

In addition to these changes, Richard P. Peterson was promoted from assistant secretary to underwriting secretary, George A. Parks from assistant secretary to associate secretary, and John Sackett from accountant to assistant controller.

Mr. Warters has been executive vice-president of Bankers Life since 1946. He joined the company in 1920 and successively became actuary in 1921, associate actuary in 1934, vice-president and associate actuary in 1941, and vice-president and actuary in 1942. He was elected to the board in 1948, having served as secretary of the board since 1946.

He is a fellow of Society of Actuaries and is now serving his second term on the Society's board of governors. For 10 years he served on the governing board of LOMA and was its president in 1940. Born in England and reared in Canada, Mr. Warters entered insurance with Great-West Life after his graduation from the University of Manitoba in 1917.

IRS Rules Allay Concern over Reversionary Snag

(CONTINUED FROM PAGE 1)

terms that by operation of law the property will return to him or his estate.

Some legal commentators feared that even though the insured transferred all right, title and interest in the policy, if there were a chance that the policy might be given back to him either through a direct transfer by will or by the action of the laws of descent and distribution in the absence of a will, then this too might be termed a reversionary interest, and the proceeds of the policy could ultimately be sub-

ject to estate taxes.

In order to clarify the law in this respect, the ALC and LIA requested that the internal revenue service state expressly in its regulations that a possibility of inheritance does not constitute reversionary interest and the new regulations adhere to this view. Publication of the regulations in this form indicates that the government intends to abide by the traditional meaning of the term reversionary interest, the ALC and LIA said.

Tackle Problems of MDRT Membership Rise

(CONTINUED FROM PAGE 1)

the solution to many administrative problems, while also relieving your executive committee from a number of burdensome assignments which could be delegated," Mr. Goldman wrote.

Functions previously handled by the reception and registration committee and by the entertainment and general arrangements committee are being combined under the newly created convention committee, to be headed by Robert S. Albritton, Provident Mutual Life, Los Angeles, now serving his first term on the executive committee.

Traditionally, the MDRT vice-chairman acts as chairman of the program committee. This means that for the 1957 meeting, which opens June 30 at the Greenbrier Hotel, White Sulphur Springs, W. Va., this key post will be filled by William D. Davidson, Equitable Society, Chicago.

Mr. Goldman urged all members to pass along their program ideas to Mr. Davidson at the earliest possible moment. He also announced these two committee chairmanships:

John O. Todd, Northwestern Mutual, Chicago, will move up from member of the by-laws committee to chairman. He succeeds A. J. Ostheimer III, Northwestern Mutual, Philadelphia. Both men are past chairmen of the Round Table.

Carl P. Spahn, Equitable Life of Iowa, Chicago, a member of the insignia committee, becomes its chairman, succeeding Clarence E. Smith, Northwestern Mutual, Chicago.

Additional appointments will be announced later, Mr. Goldman said. With his letter he sent the 1957 application forms and urged applicants to get their papers in early, pointing out that this will not only give qualifiers a longer designation of membership in the 1957 Round Table but will also help lessen the work-load that piles up after Jan. 1 at the MDRT headquarters in Chicago.

Mr. Goldman also suggested that agents who have a good chance of qualifying for the 1957 Round Table and who have not received the necessary application forms should write for them to MDRT headquarters, Room 2121, 1 North LaSalle street, Chicago 2.

Boston Claim Men to Hear Lawyer

Vincent V. R. Booth, counsel of New England Life, will address Boston Life & Accident Claim Assn. on Nov. 9 in Hotel Kenmore.

Harmelin agency of Continental Assurance in New York City is conducting another free, 5-lecture course in its offices to prepare brokers for the New York state life agents' examination on Nov. 15.

WANTED

Rapidly growing Life Company needs three experienced men to hire, train, and supervise agents selling Officer and top 3 grades Military business in Florida, Alabama and Georgia. General Agents in these localities are needed. Give details of experience. Box P-98, c/o The National Underwriter Co., 175 W. Jackson Blvd., Chicago 4, Illinois.

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Rates—\$18 per inch per insertion—1 inch minimum. Limit—40 words per inch. Deadline 5 P. M. Friday in Chicago office—175 W. Jackson Blvd. Individuals placing ads are requested to make payment in advance.

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Eastern company with over a billion dollars of life insurance in force has an immediate opening for a young man as Assistant Director of Sales Promotion.

Applicants should be between 25 and 35 years of age and have had life insurance sales promotional experience. Experience in field work also desirable. Replies will be held in confidence. Present employer will not be contacted without applicant's permission.

Write, giving complete background to Box R-9, The National Underwriter Company, 175 W. Jackson Blvd., Chicago 4, Ill.

SALES MANAGEMENT

Midwest multiple-line company has immediate openings for sales managers. Areas of responsibility include supervision of established sales districts, recruiting, training and motivation of sales agents. Salaried positions with overwriting. Experience in sales management desirable. Employee benefits include life insurance, pension and hospitalization plans. Give complete details with reference to age, experience and educational backgrounds. Replies held in strictest confidence. Write R-15, c/o The National Underwriter Co., 175 W. Jackson Blvd., Chicago 4, Ill.

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An excellent initial opportunity with an aggressive, rapidly growing California company for an experienced brokerage man in L. A. county. If you are ambitious, eager and anxious for promotion to manager position, write me giving background and experience which will be held in strictest confidence. (Our employees know about this ad.) Compensation open for right man. Write to Box R-16, c/o The National Underwriter Co., 175 W. Jackson Blvd., Chicago 4, Ill. I'll contact you immediately upon return from our Hawaii convention.

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Rapidly growing Life company operating in six southern states needs experienced trainer for field training and holding Home Office Schools. Give details of experience. Write Box P-93, c/o The National Underwriter Co., 175 W. Jackson Blvd., Chicago 4, Ill.

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For a National Organization (not an insurance company). "Fellow" with varied life insurance company experience. Position offers wide insurance contacts. All replies held in confidence. Address Box P-99, c/o The National Underwriter Co., 175 W. Jackson Blvd., Chicago 4, Ill.

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One of the largest and oldest New York City actuarial consulting firms in the pension field desires to add to its expanding actuarial staff. In writing please give background, number of exams passed and intention as to future exams, also resume of experience, current income and starting salary. All replies held in strictest confidence. Box NY-56, c/o The National Underwriter Co., Advertising Dept., 99 John Street, New York 38, N. Y.

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Says FTC Has No Leg to Stand on in Ad Case

Federal Trade Commission's decision in the American Hospital case is "astonishing," Herbert A. Bergson, former assistant U.S. attorney general in charge of the anti-trust division, told National Assn. of Independent Insurers at its convention in New York.

Mr. Bergson said he does not see how FTC has a legal leg to stand on. The heart of its reasoning is in the notion of a "legal vacuum" which would exist if it did not supervise the "purely interstate activities" of insurers. It talks on an "irreducible area of commission jurisdiction" in which federal authority must be exercised over activities "which cannot be reached by state laws." There is no such area, Mr. Bergson asserted. If a particular insurance practice already is regulated by a state, FTC is barred, he said. The state must regulate, however, and not just legislate, he added. Otherwise, however, FTC jurisdiction is not likely to be sustained. Federal authority may intervene only to fill in a gap left by a state. Under any other rule insurance practices upheld by state law might be subject to prosecution under federal law and jurisdictional tangles would replace insurance regulation.

New York City Agents to Hear Group Experts

Richard H. Aulebach, home office group representative of New York Life, and Harold L. Regenstein, Massachusetts Mutual, New York City, will conduct a program on "How to Sell Group Insurance" at a meeting of New York City Assn. of Life Underwriters at 2:30 p.m. Nov. 8 in the north ballroom of Hotel Sheraton-Astor.

Mr. Aulebach will explain the home office man's part in providing agents with information on current group underwriting trends and tell how the group man can help agents sell group. Mr. Regenstein, an originator and developer of the federal civilian employees group life plan, will discuss motivations behind group purchases, approaches, preparation for selling group and prospecting.

N. Y. Department Rules on Terminal Dividends

(CONTINUED FROM PAGE 2)
has decided that some control is needed, effective Jan. 1, 1957, as regards net cost illustrations and comparisons involving terminal dividends in order to avoid misleading statements in violation of sections 127 and 211 of the insurance law. In the department's opinion it would be improper in any net cost comparison or illustration given to a prospective policyholder by an agent or by a company, to reflect a terminal dividend which is allowed only under restricted conditions, unless the conditions under which it is not allowed are also shown with equal prominence. This opinion applies also to any commercial publication used by the insurer or by an agent. In supplying information to commercial publications, authorized companies will be held responsible in accordance with the above opinion.

"At present there are 14 authorized life insurers which pay terminal dividends. Some companies do not allow terminal dividends in the event of the termination of the policy by death, or in the event insured elects paid-up insurance, extended insurance or some form of a settlement option. According to Linton "A" table, the probability of a new policy remaining in force until the end of 20 years, is 42%. Replies of

three of the largest companies to the department questionnaire of May 24, 1955 indicate that the possibility of a policy, which already has been in force for 20 years, subsequently being surrendered for its cash value was about 15%. The product of the two factors is approximately 6%. This illustrates the remoteness of a policy becoming entitled to a terminal dividend in cases where such dividends are paid only on surrender. It demonstrates the need for the establishment of the above requirement."

List Estate Planners Day Program at San Francisco

"Business Interest in Estate Planning" is the theme for the estate planners day conference being sponsored by the San Francisco CLU Chapter in cooperation with the school of business administration and the extension division of the University of California at the Mark Hopkins hotel, San Francisco, Nov. 8.

Topics to be discussed are: Partnership agreements and partnership problems of the sole proprietor; use of stock purchase and stock redemption agreements; techniques, traps and solutions for stock redemption, coordination of the business agreement and will; management problems of continuing a business; certain administrative problems and use of the corporate trustee, key man problems, use of stock bonus and other deferred compensation plans, and the split dollar plan.

Samuel L. Zeigen, general agent for Provident Mutual Life, New York, will be moderator. Participating in the discussions will be Charles Whitehead, Haskins & Sells, San Francisco; Samuel Taylor, attorney of San Francisco, and Francis E. Whitmer, vice-president and trust officer, American Trust Co., also of San Francisco. John W. Cowee, associate dean of the school of business administration, University of California, will open the meeting.

Robert L. Levin, Equitable Society and president of the San Francisco chapter, will confer the CLU designation upon the successful 1956 candidates.

Buffalo Managers Hear Lawyer

David F. Hoxie, associate counsel of National Life of Vermont, addressed Buffalo Life Managers Assn. at its first meeting of the season. R. S. Spurr, general agent of Fidelity Mutual, was installed as president.

DEATHS

J. H. TORRANCE, vice-chairman of the board of Business Men's Assurance and active in the insurance industry for more than 45 years, died this week at the age of 81. A lawyer, Mr. Torrance joined B.M.A. in 1911 as manager of the claim department and was made a director that same year. He became a vice-president in 1922 and vice-chairman in 1947. A former vice-president of H&A Underwriters Conference, Mr. Torrance devoted much time to insurance industry groups. Two of his sons, Grant and Richard, are with the company. Grant is vice-president and treasurer, and Richard is at the Kansas City branch.

FREDERIC I. OLMSTEAD, 74, a founder and senior partner of Wadsworth & Olmstead insurance agency and general agent of Aetna Life at Syracuse for 47 years, died.

JOHN C. BENNETT, 45, manager of Franklin National Life of Greenville at Columbia, S. C., died at his home in Columbia. He had been with the company five years.

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The Weakest Spot

In The

Life Insurance Business—

Where Is It?

No matter how strong your company, or how well known.

No matter how advantageous your policy, or how reasonable your rates.

The weak spot in your proposition is and always has been in the quality of salesmanship that represents you.

Personal salesmanship is faltering, groping, fearful, forgetful, uncertain.

Your presentation is not made as you want it made.

The salesman wanders, forgets, is confused by interruptions, with the result that your presentation is not made with 50% efficiency—probably not 25%—even less in some cases.

Life Insurance is not bought **because** of the average sales presentation but **in spite of it**, in many instances.

LIFE INSURANCE MUST HAVE SOMETHING BASICALLY NEW

and here it is—already proved.

Audio-Visual is the full and complete answer.

A wholly different method of selling—fundamentally and radically unlike the personal salesmanship that falls so short of measuring up to the other elements of your proposition.



NOTHING COULD BE MORE SIMPLE

Your agent goes in with a Sound Slide-film machine and runs a talking picture show which presents your proposition **the way you want it presented**.

This show appeals to the eye and ear simultaneously.

It is vibrant with human interest.

It is believed because it is a direct presentation of your company.

The agent rests during the show, and when it is finished he is ready to close the sale.

One report states five showings resulted in five sales.

Another company reports business 70% over last year.

This system is a great trainer of men.

And it helps you to get new men.

Write for a complimentary copy of

"I AM THE GREATEST LIFE INSURANCE

SALESMAN IN THE WORLD"

It will tell you **why** Sound Slide-film sells Life Insurance —**why** it will increase your business **at least 25%!!**

O. J. McCLURE TALKING PICTURES

1115 West Washington Boulevard
CAnal 6-4914 Chicago 7, Ill.

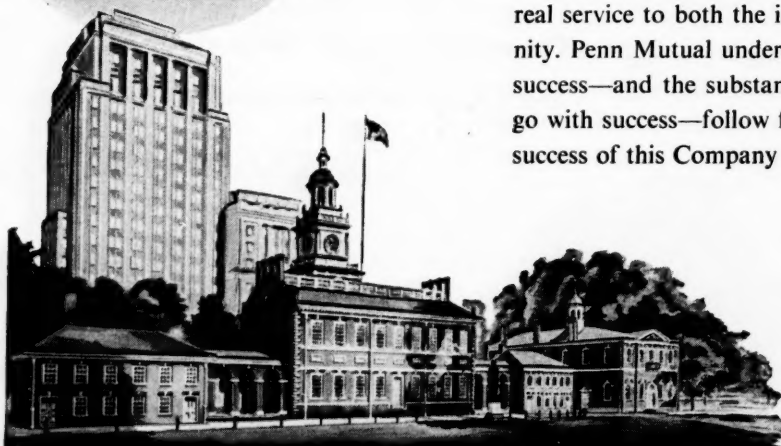


As hard as selling
\$10 bills
for \$1

Ever try to convince someone that you would sell him a genuine \$10 bill for \$1? Some psychologists have—and they discovered it's no easy job. The same is often true of selling insurance. Every underwriter knows the real value to the prospect of his product . . . and knows, too, that many a man who *should* buy *won't*!

Which brings us to our point—that the successful life underwriter is *not* a man who is in the business because it's easy. He *is* a man who knows his job and *likes* what he is doing . . . who enjoys a feeling of pride and satisfaction in knowing that he is of real service to both the individual and the community. Penn Mutual underwriters are like that. Their success—and the substantial financial rewards that go with success—follow from this fact. In turn, the success of this Company is founded upon it.

Back of
Your Independence
Stands The
PENN MUTUAL



THE PENN MUTUAL LIFE INSURANCE COMPANY • INDEPENDENCE SQUARE, PHILADELPHIA, PA.